Best Practices of Use of Information and Communication Technologies in the Public & Private Sector

Deliverable D3
Presentation of the current situation on European and International level – Best practices

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1. Executive Summary

In the current deliverable, after the present situation analysis of the G2B services within the Greek environment has been completed, we proceed to analyze the correspondent status in Europe and on an international level. The present situation analysis of the European environment is combined and accompanied with the recording and presentation of a large number of G2B best practices. Initially, after a short summary of the central aspects of the methodology that was employed for the present situation analysis process, we proceed to present the main eGovernment international models. During the next phase, the very important process of mapping the sources of information for the G2B services in Europe and internationally is implemented, with special focus on the European Digital Strategy, on sources that are related to the i2010 initiative, the e-Europe action plan, the IDABC program etc. Then, a very precise description of the G2B services in four countries (Great Britain, United States of America, Australia and Ireland) that are characterized by the high level of electronic maturity, is implemented and also an elaborate reference is attempted, as far as the international interoperability frameworks are concerned (the cases of Great Britain, Germany, France and Belgium are examined). After a solid basis has been created, we then proceed to the presentation and recording of a large number of international G2B best practices (we also include those presented in the 1st European Observatories Summit). For this purpose, we use special and standardized report sheets. Many databases were examined, but the electronic database which was mainly analyzed was the well known e-Government Good Practice Framework. Finally, the central aspects and issues of the information and communication (ICT) policies and strategies of fourteen countries were covered and besides, it was attempted the comparative study of the Greek Digital Strategy with the i2010 initiative and the e-Europe action plan.

2. Introduction

The project "Best Practices for the use of Information and Communication Technologies in the Public and Private Sector", which deals with the realisation of a study concerning the presentation of proposals and actions that can constitute best practices in the Public and Private sector in relation to the increase and functional upgrade of the electronic services provided by the government to business, is realised in an extremely dynamic environment. This environment is being characterized by rapid developments in the field of Electronic Government both in Greece and internationally.

In almost all the European countries and on the level of the European Commission a series of actions, project and research programs are been realised which deal with G2B services and relevant best practices and innovative approaches.

The basic subject of the project is the definition of the best practices of information and communication technologies in the Public and Private sector.

The above mentioned subject can be analyzed and can be divided into two parts:

- The amelioration of the provided electronic services on behalf of the Government (Part A: Best processes of establishment and operation of businesses concerning the transactions that are realised with the public sector – Government to Business).
- The relevant amelioration of Information and Communication infrastructure on behalf of the businesses (Part B: Cases Study – Processes and use of IT applications in small and medium businesses).

For every part a methodology is being used for the analysis of the Present Situation, the discovery, presentation and selection of the appropriate International Best Practices and finally for the Formulation of Proposals for timed interventions to the Public Sector and Businesses in Greece. **In the present Deliverable (Deliverable D.3) a detailed presentation of the current situation in Europe and internationally will be carried out while at the same time an important amount of best practices will be codified and classified.**

3. Methodology for the presentation of the current situation in Europe and internationally

The following methodology is focused on the international best practices and on the present electronic G2B services abroad. Attention was paid to the G2B services that concern the set up and operation of businesses. Methodology:

Stage 1

An inventory research was realised for the detection of resources concerning the Programs of the more techonologicaly developed countries, in the field of G2B electronic services. The emphasis was given to EU countries as well as to USA, Korea, Australia, Canada, Singapore, Brazil etc. All the relevant information concerning the strategies of these countries was gathered from these specific resources. The specific step was supplemented with the presentation of the organisational structures (where available) that enabled the aforementioned countries to realise these policies. The specific part of the methodology was completed by the registration of the main strategy texts of the EU, relative to ICT "i2010" as well as the registration of the eGovernment Action Plan "eGov 2010" that is being promoted under the initiative and the EU General Directorate of the Information Society. **In paragraph 10 we present 13 complete plans-strategies concerning the information and communication technologies as well as facts from the G2B strategies of many other countries.** In this methodology step, the significant information from the Greek Observatory for the Information Society was fully put to use.

Stage 2

A comparison was realised between the goals of Greece's new Digital Strategy 2006-2013 and the goals of i2010 and eGov2010 as well as between the policies of other countries, especially as far as the actions of G2B are concerned. It should be noted that the new Digital Strategy is emphasizing on ICT actions relatively to the amelioration of business' productivity and contains an independent goal towards this direction. The comparison of the countries' strategies, provided us with the possibility of detecting common characteristics, omissions or even additional directions of actions that the Greek Observatory could propose to the Information Commitee in order to enrich the Digital Strategy.

Stage 3

The "Report Sheet" that was used for every selected practice had the following standards (Appendix A):

- Name of the practice
- The organization in charge of implementation and organization in charge of operation
- Implementation date
- Implementation cost (when available)
- Users group (ex. Citizens, businesses, etc.)
- Case description
- Points of reference (at least 2) of the case on European/ global level, used as an example of Best Practice.
- Quantitative and Qualitative attributes of the case as "Best". This was realised by locating and quoting facts in terms (indicatively):
    - Project/ actions viability
    - Innovation
    - Take Up
    - A good cost-benefit relation

Consequently we realised the following: the presentation of thirty nine (39) best practices as well as the detailed research of resources, the evaluation of their credibility and the quotation of good examples through internet and bibliographical study and via access to data bases of international organisations (UN, European Commission, World Bank etc.) or via institutionalized organizations (e-bsn, e-business watch etc.).

The main source of best practices was the e-Government Good Practice Framework[1], which is the most important data base on a global level in this specific field. The elements and characteristics that govern this data base are the fullness (in relation to other data bases that were analysed), the accuracy and the clarity of its content. An additional important reason for selecting the above mentioned data base is the great compatibility

1 http://www.egov-goodpractice.org/

and consistency in the way of codification and standardization of the cases in relation to the report sheets that are been used by the Greek Observatory for the Information Society.

Furthermore, we utilized already disposed information from the Greek Observatory for the Information Society, which was collected from previous studies and researches (Observatory's study concerning the European best practices studies that were presented in the 1st European Observatories Summit etc.).

Significant attention was given to the G2B electronic taxation services (along with the rest of the services and especially those that concern the set up and operation of businesses) which proved to be the best practices in the field.

Utilizing a rich amount of information concerning the actions and good G2B practices of other countries, the electronic services were gathered and evaluated on the base of:

- the comparatively biggest progress and time development
- the level of innovation
- the benefit they produced in comparison to the cost (in the case that similar information is available from the responsible organisations)
- the range of the public they respond to etc.

Stage 4

Later, after gathering the best G2B practices the similarities in relation to Greece and the Greek enterprising environment were traced and the most interesting for our country practices were pointed out – evaluating a series of parameters and data. In particular, the proposals for good practices that are more possible to be successfully implemented, were based on:

- relevance of the geographic and population characteristics of the countries
- structure and structural economic relevance (number of businesses, size and type)
- relevance of market regulations and competition between the countries and Greece
- readiness of other elctronic services or infrastructures in our country that are considered a prerequisite
- readiness of the institutional framework of the countries and comparison to Greece etc.

4. International models of the electronic government

The most important influence that the internet had upon the countries' governments is the change in the way of approaching and dealing with the "citizen" and its concerns. The public administration has the reputation of being operationally narrow while delaying the procedures. This "narrowness" is referring to the lack of integrated services through the interconnection of the governmental departments and the executive institutions in order to have an effective response to the needs of the citizens.

It is a fact that this is such because of the difficultness in completing the administrative procedures between the systems and the different departments. The citizens however, feel daily that the huge bureaucratic procedures both in banking businesses and in private telecommunication companies are been effectively surpassed thanks to the integrated interconnection and inter-departamental cooperation of the responsible organizations through internet services. Consequently they require privileges and services of the same level from their governments. The role of a country's Government and administration highlight two different facets of the relationship between the citizens and the political structures. The administration of a country emphasizes on the way the decisions are made while the government stresses the special way that these decisions will be carried out. The supply of a service is therefore an operation that is carried out by the government of a country while the necessity of a service is a governmental matter. It is clear that in a society with constant flexibility these two facets change and co-exist in an integrated form.

Electronic Government is the supply of standardized information services or transactions using electronic means and especially the Internet and its technologies. Such services can be offered at work, in – house or even in access points that are free for all the citizens of the country. Electronic Government constitutes the technological intermediary in the relation between the citizens and the government under the possible electronic freedom in communication, in the evolution of the regulations and democratic expression of the citizens' will.

The recent coming of internet services and the striking development of Electronic Commerce in the private sector resulted in the constant pressure on the public services and organisations along with multiple motives for adopting these technologies as means of improving their operation[2].

Along with the dramatic technological developments it is certain that the Internet has redefined the expectation of the public, the governments and the services they offer. Moved by the demands of a more effective government with a larger degree of responsiveness, the leaders of public sector search for new ways of best use of these new technologies in order to provide their services to the citizens. Transforming

[2] Marche S., McNiven J.D., 2003, σελ. 75

electronically the traditional bureaucratic procedures as well as the provided services, the electronic government has the capability of offering fast and flexible governmental services.

Despite the fact that the governments do not easily support the innovations that the Internet has to offer, its use and exploitation for providing services has blossomed during the last 5 years.

During these years, more than 500 initiatives that are related to electronic government have been recorded on a global level – in relation to only 3 initiatives in 1996. In many of these cases the results were highly promising.

For example, only a few years ago in order for one to obtain an import or export license in Singapore had to fill in 21 different applications and had to wait for at least 15 to 20 days before the 23 public services process the relevant request. But since the government introduced TradeNet, those who were interested had to file only an online application while they could obtain the license 15 seconds later.

According to a detailed study that was realised in 2,288 governmental sites in 196 countries, the World Market Research Center concluded that only the 8% of these sites provided services that could be realised online and only the 6% provided integrated services via these internet portals. The electronic government is not something simple when put to action and despite the fact that the governments struggle to realise their vision, the reality is full of surprises. The successful application and realisation of these programs constitutes a huge challenge for the public sectors of all the countries.

The real value of the eGovernment is less related to the online application of the relevant services while is mostly related to the capability of each service-organization to redefine, reshape and reorganize the procedure of the provided services just like the redesign of the basic procedures in the 80s that transformed many enterprises. The benefits from such an initiative do not only concern the Internet and the industrialized countries but prepare the ground for players of high end technology from all over the world in developing countries.[3]

In order to deeply understand the capabilities of the electronic government and before the depiction of the international reality and the presentation of the best practices we examine the basic international models of electronic government as well as the theoretic foundations behind them, based on the important e-Business Forum[4] study.

[3] Ke W., Kei Wei K., June 2004, pp. 95

[4] «The present and the future of electronic G2G services», e-Business Forum, Team ST-5 Total delivered report, December 2004

4.1. The model of the three rings

We saw that a large number of governmental organizations have embraced the electronic government as an innovative and inevitable structure of public service and administration. Many operations and possible benefits have been clearly identified. However, there is not a relative model or practical framework through which we can study and manage in an effective and systematic manner the distinctive operations of the eGovernment. In this section we present the Three Rings Model that was proposed by Koh and Balthazard. It constitutes a simple, intuitive but comprehensible and explanatory framework of the organization of the characteristic functions of the Internet. The so called Model of the Three Rings captivates all the applications of the Internet and divides them to three main categories based on their use:

Informative Use

The organizations use the Internet in order to diffuse the information, aiming to the education, the entertainment, the influence or simply the contact-communication with the consumer. For example a city can use the Internet to give information concerning the services it offers to the citizens. This informative use of the Internet is the most premature form of technological application and for many organizations it constitutes even today the most prevailing application.

Transactions

Nowadays many organizations use the Internet in order to support a guided continuity of procedures between the users and the system, which in the end results in the creation and transport of the added value. With the use of the Internet, a citizen is able not only to follow up and be informed about the accounts towards the public administration but it can give payment orders. This exchange use of the Internet applications can bring into light matters that they were not taken into consideration until now or were matters that were considered unimportant like for example the security of the applications.

Procedures

The Internet provides new mechanisms with which the enterprising procedures are established, complete and connect the power that the technology provides with that of the human mind as well as with other resources in synergy networks. The widely spread use as well as the "always present" Internet, the capability of presentation of the information through multimedia ways, the familiarization of the public as far as the use of standardized browsers is concerned and the availability of many selection tools for the design and construction of sites, transform the Internet to a more attractive alternative solution for the integration not only of the applications but for the legacy systems of the pre-Internet era towards a unique platform.

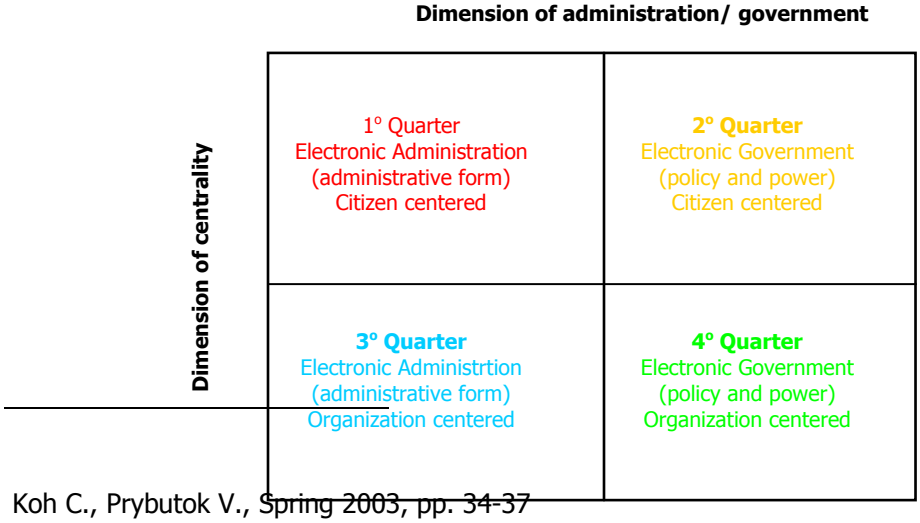
The use of applications, like the management of workflow and CRM will improve the productivity and will increase the interdepartmental and inter-enterprising communication, the guidance and the cooperation between the enterprises.

The important facet of classification of the applications of the electronic government using a wider framework like the one of the Three Rings is double. Firstly, it allows for those who design and manage projects of electronic government a more general and multifaceted view of the constantly increasing and transforming range of Internet applications, in order not to lose the "forest for the tree". Secondly, it allows for the managers of these initiatives to identify and focus on a range of significant matters that concern every category of operations of the electronic government. Knowing which the important issues are and focusing on these the cost will be reduced and the eGovernment will have the privilege to provide services and information more effectively and efficiently.[5]

4.2. The model of focalization and centrality

The future will certainly be very different than the one we have already met. The public services in Europe and in North America are gradually transforming under the constant pressure of the technology of the Internet. The majority of these organizations have already begun to go to the level of transactions and the creation of complete integrated procedures which add value to the public administration of the country.

This model[6] is being described by a two-dimensional reference framework (fig. 1) in order for one to wonder about the influence of the Internet. On the axis of the theoretical framework, the dimension of the electronic administration is proposed in juxtaposition to the electronic government and their differences were explained before. On the other hand, in the second dimension we juxtapose the relation, where the citizen is in the centre (citizen-centred view) with the relation where in the centre we find the organization (organization centred view).



5 Koh C., Prybutok V., Spring 2003, pp. 34-37
6 Marche S., McNiven J.D., 2003, pp. 74

Figure 1: The reference framework of the model of focalization-centrality

4.3. The model of electronic governmental readiness

The representatives of the government as well as those who are responsible for the policy formulation are interested for the possibilities that the electronic government can provide. The citizens consider that the realisation of these programs is a number one priority because they believe that this renders the government more responsible, while it provides more access to information and allows for more efficient and economic procedures. While the governments are focusing on the Internet, the eGovernment has to do with more than just to acquire and establish the appropriate technologies. The successful realisation demands careful planning and guidance of the organizational goals, policies, procedures and technologies.

We present a framework of study and reference that concerns the way that the government is using the information technologies in general and the information technologies of the Internet in particular. A theoretic model of governmental readiness was developed which identifies the main components of e-government while is evolving from a simple site that provides information to an advanced internet portal of complete integrated services.

The gradual theory of Information Systems (IS) is referring to the view that the Information Systems undergo a series of stages before they get to a more mature form. The important facet of this view lies on the fact that with the recognition of the gradual modification and detection of issues and possible problems the organization is able to exploit in a better way the Information Systems and increase the possibility of success by controlling the structure of cost and the possible impediments. Taking the model of the Three Rings even further we support that the organizations follow revolutionary ways as far as the use of the Internet is concerned.

During the premature stage an organization is using the Internet for informative purposes because it is more economic while the benefits are rapidly produced and their size is big. While the organizations are becoming more familiarizes with the technology, they take further the applications in order to promote their products and services. At this point the integration of the internet applications with the present ones is inevitable. Consequently, the organizations realise that the Internet is something more than a technology of communication and exchange of data. Thus, the Internet is transformed to a platform where all the applications are integrated, interconnected and managed.

In the final stage all the Internet applications are closely interconnected to an integrated enterprising intermediate. Many studies have tried to explain the transformation procedure of the e-government but despite the difference in the reference and study framework all the models present the same final direction, where the governmental services are integrated, interconnected and are disposed through one and unique point of contact, while the citizens feel strengthened through the ready made provided information and personalized services.

The transformation of an organization into a full, integrated and digitally automated entity is a much more difficult procedure. While the Internet penetrates into the enterprises many supported that it will completely change the way we make our transactions. The Internet's noticeable presence and its relatively easy use and development created a momentary universal network that is virtually available to all the organizations, irrespectively of size and location. Upgrading the rules of the game, many believed that the Internet would give the possibility to the small and medium enterprises to compete on the same level the large multinationals.

A thing like that seemed logical during the time when the use of the Internet was limited to the provision of information as far as the products and services are concerned. While the Internet and its application became more advanced and complicated, it is clear now that the success in the electronic commerce and the electronic government requires carefully planned strategies in accordance to the enterprising goals, the efforts for development and improvement and in accordance to the management of the applications beyond the natural limits of the organization. Furthermore, it requires an effective technological infrastructure where the applications will have the possibility to exchange data in an infallible way. Thus, the success of e-government is based on the successful integration and interconnection of the respective operations.[7]

[7] Koh C.E., Prybutok V.R, 2002, σελ. 1168-1169

5. Mapping of the information resources and G2B services on the European and international level

The mapping of the information resources and G2B services on the European and international level was focused on data that were taken on the base of: the e-Europe action, the i2010 initiative for the provided services, the official reports of the IDBAC program and finally on the base of the technical knowledge and experience from relevant European projects (PRAXIS, GENESIS etc.). Finally, special attention was given to all international interoperability frameworks (Paragraph 7).

5.1. The i2010 initiative

The European Commission suggests a new strategic framework, the i2010- European Information Society 2010, defining the general policy directions. Through this initiative, the open and competitive digital economy is promoted and the Information and Communication Technology (ICT) is highlighted as the force of social accession and quality of life. The i2010 strategy is based on the integrated approach to the community policies for the information society and audiovisual means.

Based on the spherical analysis of the challenges of the Information Society, during the wider consultation with the interested parties within the framework of the previous initiatives and means, the Commission proposes three (3) priority axels for the European policy concerning the Information Society and the multimedia:

- the integration of the single European information space that promotes the open and competitive internal market for the Information Society and multimedia.
- The reinforcement of innovation and investments on the research of ICT for the advancement of development as well as more and better employment posts.
- The realisation of the European Information Society without social exclusion, that promotes the development and employment in a compatible way with the sustainable development and its priority for better public services and improved life quality.

The section of eGOV is included in the third priority along with other sectors, like the Electronic Health, the Digital Illiteracy etc. On the base of the action plan for the electronic administrative services within the i2010 framework and the acceleration of the electronic public administration in Europe, the member states expect that the electronic administrative services will contribute to the satisfaction of the users. They also expect that untill 2010 the bureaucratic burden for the enterprises will be significantly limited. By the end of 2010 a significant improvement of the efficiency of the public sector is expected while the same thing is expected for the transparency and accounting for through the innovative use of ICT.

5.2. The e-Europe initiative

The Information Society possesses a large unexploited dynamic for the improvement of productivity and life quality. This dynamic is increasing thanks to the technological developments of the broadband technology and multiplatform access, meaning the possibility of connecting to the internet by other means apart from the PC, like the digital television and the third generation mobile phones. With these developments important economic and social possibilities are opened. The new services, applications and contents will create new markets and will provide the means for the increase of productivity and consequently the augmentation of employment in the entire economy. The new services will also ensure easier access for the citizens to information and communication tools.

With the e-Europe 2005 plan various measures are put to action that address at the same time to both parts of the equation. On the side of demand, actions for the electronic government, the electronic health, the electronic learning and the electronic commerce are anticipated which will lead to the development of new services. As far as the offer is concerned, actions that have to do with the broadband technology and security is expected to promote the spread of the infrastructure.

The Lisbon strategy is not limited to the productivity but caters for the employment and social cohesion. The eEurope 2005 plan puts the citizens- users in the centre. It will reinforce the cohesion, it will offer opportunities for all and it will improve the aptitudes. It includes measures that concern the electronic inclusion (fight of the electronic inclusion) in all the action lines. An important tool for the realization of this goal is the ensuring of the provision of services in multiple platforms. It is generally accepted that not everyone would want to acquire a PC. The ensuring fact that the services, especially the internet services of public organizations, are available through various alternative channels, like audiovisual appliances or mobile phones is of great importance in order to ensure that no citizen will be excluded.

The e-Europe action plan is based on two groups of actions that reinforce each other. On the one hand it aims at the boosting of services, applications and content, covering both the online public services and the electronic enterprising while on the other hand it promotes the development of the subjective broadband infrastructure while at the same time examines security issues.

Based on the e-Europe action plan, Europe must have:

- modern online public services
- electronic government
- electronic learning services
- electronic health services
- dynamic environment of electronic enterprising

- widely available broadband access in competitive prices
- secure information structure

The 20 main services that are been examined by the eEurope/i2010 action and concern citizens (12) and enterprises (8) are presented in Table 1:

- The title of every service
- The public to which it addresses
- The organization that provides the service (Central administration – Local administration)
- Category of the service
- The aimed level of electronic degree

Service	Service Orientation	Providing Administration	Cluster	Target Level
Social Contribution for Employees	Businesses	Central	Income Generating	4
Corporate Tax	Businesses	Central	Income Generating	4
Value Added Tax (VAT)	Businesses	Central	Income Generating	4
Registration of a New Company	Businesses	Central / Local	Registration	4
Data Submission to Statistical Office	Businesses	Central	Registration	3
Custom Declaration	Businesses	Central	Income Generating	4
Environment-related Permits	Businesses	Local	Permits & Licenses	4
Public Procurement	Businesses	Central	Returns	4
Income Tax	Citizens	Central	Income Generating	4
Job Search	Citizens	Central / Local	Returns	4
Social Security Benefits	Citizens	Central	Returns	4
Personal Documents	Citizens	Central	Permits & Licenses	3
Car Registration	Citizens	Central	Registration	4
Application for Building Permission	Citizens	Local	Permits & Licenses	4
Declaration to the Police	Citizens	Central / Local	Returns	3
Public Libraries	Citizens	Central / Local	Returns	4
Birth and Marriage Certificates	Citizens	Local	Registration	3
Enrolment in Higher Education	Citizens	Central	Permits & Licenses	4
Announcement of Moving	Citizens	Local	Registration	3
Health-related Services	Citizens	Central	Returns	4

Table 1: Electronic Services of Initiative i2010[8]

[8] http://ec.europa.eu/information_society/eeurope/i2010/benchmarking/index_en.htm

5.3. IDABC

The goal of he IDABC program (Interoperable Delivery of European e-Government Services to Public Administrations, Businesses and Citizens) is to define, support and promote the creation of European services of electronic government and the development of the relevant interoperable telematic networks, helping member states and the Community to apply in the respective fields of their responsibility, the community policies and activities, in order to gain significant benefits for the organizations responsible for the Public Administration, the enterprises and the citizens.

The program also aims to:

- Make possible the effective, efficient and secure exchange of information between the responsible public organizations on all levels as well as between the public organizations and the community bodies or other institutions depending on the case.
- Expand the benefits of the exchange of information in order to facilitate the supply of services to the citizens taking into account their needs.
- Support the community decision making procedure and the facilitation of communication between the community bodies with the development of the relevant strategic framework on European level.
- Achieve interoperability both within and between the various sectors of policy and whenever necessary with the enterprises and the citizens mainly based on the European Framework of Interoperability.
- Contribute to the efforts of public organization of member states and Union from the perspective of modernization of the procedures, acceleration of the applications, security, transparency, effectiveness, development of the philosophy of service and the capability of responding to the various needs.
- Promote the spread of correct practices and the encouragement of the development of innovative telematic solutions for the organizations of Public Administration.

5.4. Projects with Synergy

- **The PRAXIS project**

The "PRAXIS project: Interconnection of Applications and Conduct of Business to Business Transactions via the Internet" is a project that contributed to the presentation of the current situation in Greece. The PRAXIS project is placed within the framework of the Coordinated Program "Electronic Business" which itself is placed within the Measure 3.3 of the Operational Program "Information Society". Basic goal of the project was the research, development and pilot implementation of the necessary methodologies, structures and provisions that will allow for the typical, small and medium Greek enterprise to conduct its business-to-business (B2B) transactions through the internet and especially through the interconnection of the "traditional" applications of resource management to the respective systems of other enterprises and services of the Greek state.

The services that were analysed and modelled within the frameworks of this specific Project and concern the transactions of the enterprises with the public administration are the following:

- Filing of VAT declaration
- Filing of VAT clearing declaration
- Filing of Income Tax Declaration
- Filing of Clearing Tax Declaration of Income Services
- Filing of Supplier/customer list submission
- Filing of Declaration of Intercommunal Transactions
- Filing of 3-month Recapitulative Table Submission
- Filing of Balance per Usage
- Notice of Employer Hiring
- Notice of Employer Dismissal
- Notice of Voluntary Employer Resignation
- Filing of Analytical Periodic Declaration
- INTRASTAT Filing

- **The GENESIS Project**

The GENESIS projects', "Enterprise Application Interoperability via Internet Integration for SMEs, Governmental Organizations and Intermediaries in the New European Union", goal is the research, the development and the pilot implementation of the necessary methodologies, of the structure and software parts that will allow for the characteristic, usually, small and medium European enterprise to manage its enterprising transactions via the internet with the interconnection to those of the cooperated enterprises, the governmental organizations, the bank and insurance institutions based on the legal and regulatory framework of various countries and on the level of European Union (IST project).

The services that were analysed and modelled within the frameworks of this specific Project and concern the transactions of the enterprises with the public administration are the following:

- Filing of VAT declaration
- Filing of the VAT clearing declaration
- Filing of Income Tax Declaration
- Filing of Declaration of Intercommunal Transactions
- Filing of Analytical Periodic Declaration
- Filing of Social Security Declaration
- INTRASTAT Filing

6. Electronic Government services to businesses in Europe and on international level

The countries that are considered the pioneers in electronic government issues (Great Britain, Ireland, Canada, USA, New Zealand, Australia) have created a Central Governmental Internet Postal on country or geographic regional level with the use of which a user (citizen business, employer of public service) can be informed and addressed for any issue that concerns its contact with the government. The goal of the "Governmental Internet Portal" is to provide a central point of contact with the users (citizens, businesses etc) for every kind of information (instructions, information, news) or service (governmental services) that is required by the relevant organization. Later on we present certain examples of Governmental Internet Portals for the businesses.

Unfortunately, it is a fact that the present systems of services of Electronic Transactions in Greece as well as the integrated information systems of the Public Sector that support their functionality, were realized without the use of common technological standards and without the central structure of interoperability support. A common architecture was not used during their development (other than the basic technical standards) while the lack of single standards of information and functionality codification can be observed. In addition, absent are the necessary procedures of organization, inspection and coordination of the efforts aiming both at the realization of the complete interoperability and the adoption of a single model of Electronic Transactions services on behalf of the Public Administration.

The above mentioned systems have been realized in different programming environments and present increased lack of architectural homogeneity while in certain cases they are considered to be of old fashioned technology. Moreover, these systems function in different operating systems and data bases that the organization is using. In addition, the different needs of every organization render the systems even more dissimilar in functional terms, despite the fact that they follow a single institutional and functional framework for the support of the procedures they automate. For these reasons the realization of interoperability between them in the present phase is considered extremely demanding. All of the above contribute to the lack of a single framework of organization of the development of the interoperability standards in the information systems of the Public Administration for the supply of integrated Electronic Transactions services that require the interconnection of more than one system.

The development/ realization of an efficient support structure of the G2B services for the Electronic Government would be advisable to be based on the successful respective realizations and practices of Electronic Government of the countries abroad, which on their turn were based on fully defined frameworks. The successful cases of realization of Electronic Transaction services of Great Britain, USA and Australia are mentioned further down.

6.1. Great Britain

Great Britain is a pioneer in Europe on the supply of Electronic Government services. As it was already marked, through the governmental site http://www.businesslink.gov.uk, the businesses have access to the following services (we note that all the services are on the forth level of electronic integration):

- Procedures for new business set up.
- Modification of a business (expansion abroad, transformation of the legal status, etc.).
- Purchase of business, Sale of business, Closing of a business.
- Taxation (VAT Tax, Income Tax, Tax return, etc.)
- Staff employment (Employers tax, Employers insurance, etc.)
- Subsidies, Loans, Public investments, etc.
- Business installation (Environmental licenses, Licenses for vehicles, etc)
- Public contests, Project announcement, Public administration's Commisions, Auctions, etc.
- Legal issues, access to the legislation that concerns the operation of businesses.
- Technology (information technologies – innovative technologies in businesses)

The governmental Electronic Transactions service Portal of Great Britain is www.ukonline.gov.uk. This Portal constitutes a centralized list of services of Electronic Transactions where the user is redirected to the responsible organization for the realization of the transaction. Moreover, a vast amount of information is offered concerning the relation and the transaction between the government and the citizen. The citizen has access to the following services:

- Crime, justice and legal issues (10 services)
- Labour issues (11 services)
- Social issues (37 services)
- Financial issues (46 services)
- Rights and obligations (13 services)
- Education (8 services)
- Health (10 services)
- Recreation and entertainement (13 services)
- Auto and moto (14 services)

- Travel (9 services)

We note that the above mentioned categories concern various kinds of services (simple application, information, payment etc.) and are situated on various levels of Electronic Government. Moreover, we note that a service can belong to more than one category.

With the client oriented way that the Governmental Portal approaches the information and business service it is very easy to track:

- Which transactions is the business obliged to realize with the government.
- Which services the business has to use in order to realize a transaction.
- Which of these services are offered electronically.
- Which are the requirements that a business has to fulfil in order to use an electronic service (registration, subscription payment, etc).

Image 1: Screenshot of the governmental portal with the general information and services sections that the businesses need concerning the staff employment.

The main transactions that a business is required to realize with organizations of the Public Administration are offered as electronic services and with alternative ways according to the type and size of the business:

- Registration to the business registration list

In contradiction to the Greek reality where a business has to be registered in various registration lists (local chamber, registration list of the local prefecture) in Great Britain there is the Companies House where all the business are registered irrespectively of where they belong to.

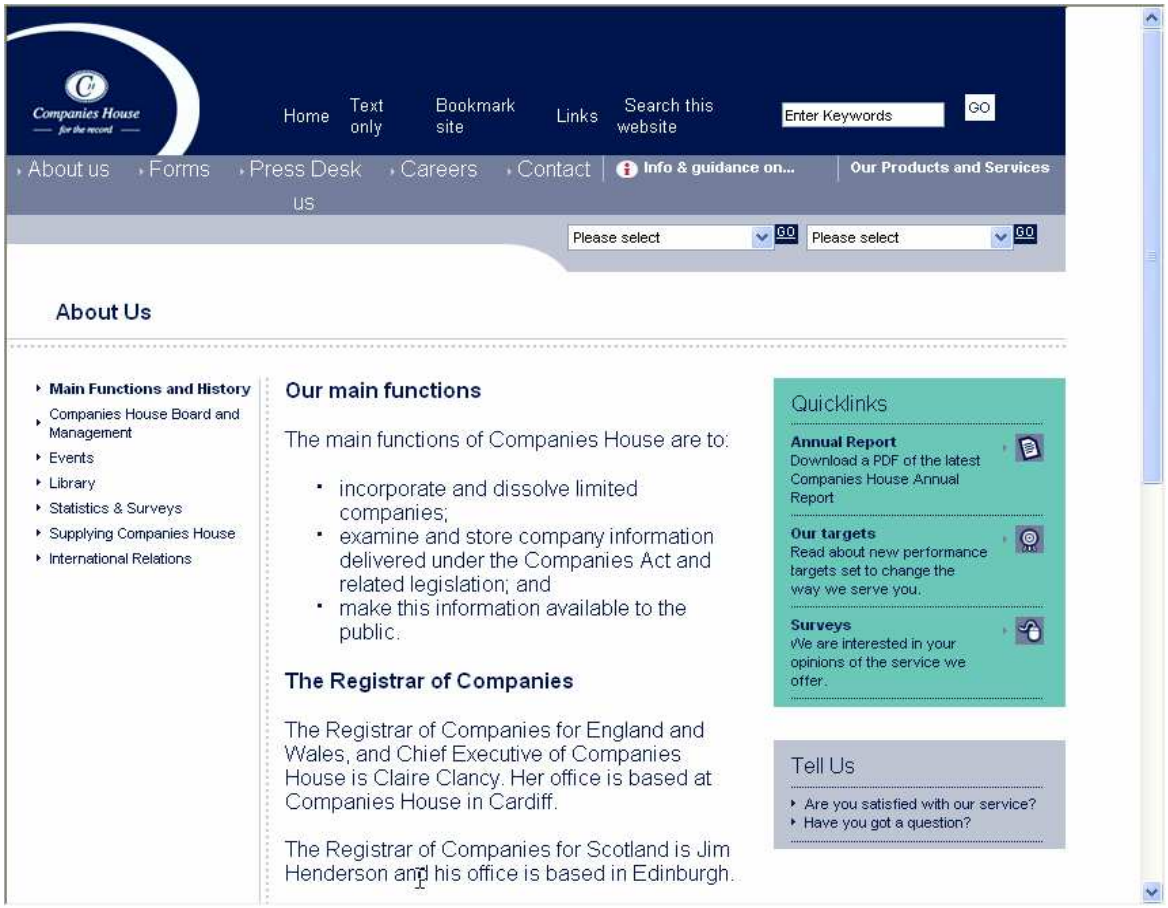


Image 2: The Internet Portal of Companies House

In the Internet Portal of Companies House, where the user is redirected from the Central Governmental Portal, the user can find various electronic services that concern the following:

- The registration of a business and the payment of the relevant fee.
- The entry of the modifications of the business's information and the payment of the relevant fee.

- Business search.

In addition, two alternative ways electronic services are offered based on the frequency and the desired way of the business's information updates: WebFiling and Electronic Filing.

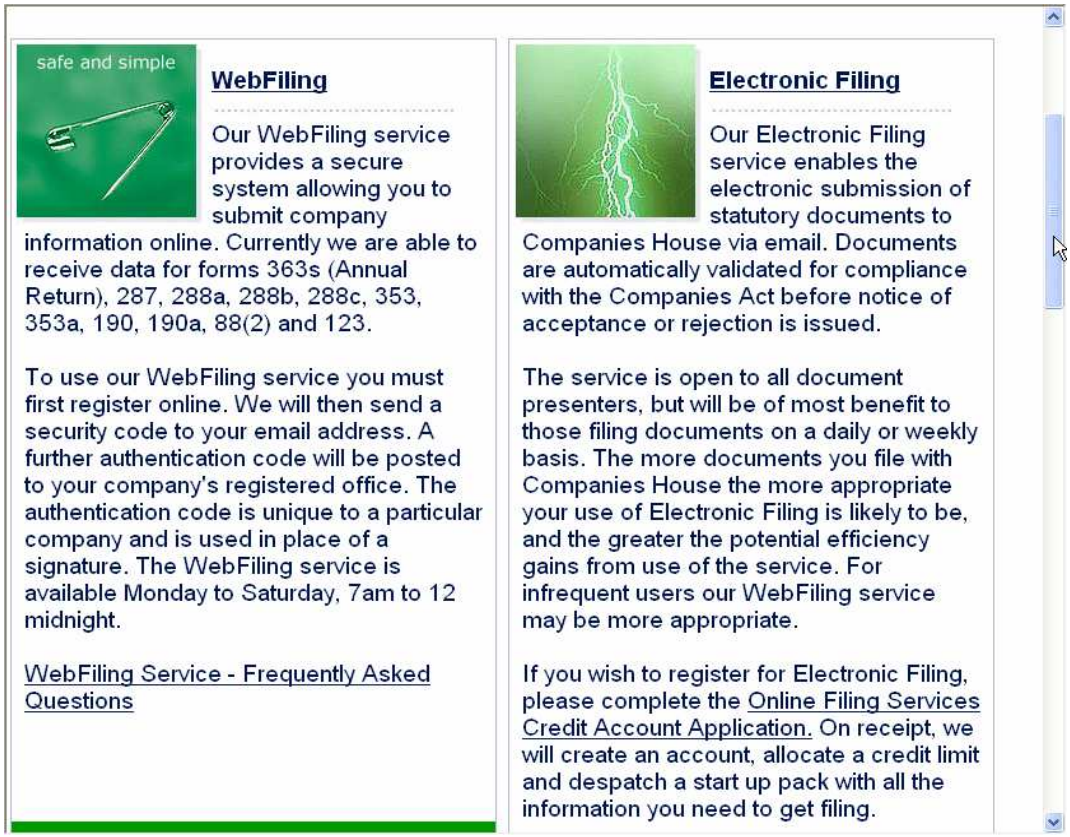


Image 3: The alternative electronic services: WebFiling and Electronic Filing

- Submission & Tax payment of employee services

Offered online are all the required services for the entry of employment, dismissal and employee's tax. As it is stated on the relevant Internet Portal, it is important for the employers to use the online services in order to submit and pay the taxes for their employees because in that way:

- The working time of businesses and governmental organizations is decreased.
- Data that concern the employment are easily and quickly accessible.
- The employees are benefited, because the details and information that concern them are directly listed thus they can directly acquire any certification that concerns them (in relation to their employment status).

Due to this fact the government provides a significant reduction of the relevant tax to the businesses that submit electronically the relevant information. Moreover, since it is easily realise that the requirements vary from one business to the other according to their size there are available two types of electronic services.

- Submission & VAT Payment or VIES

The procedure allows for the submission of VAT declaration, the electronic payment of the debit as well as the modification of a VAT declaration.

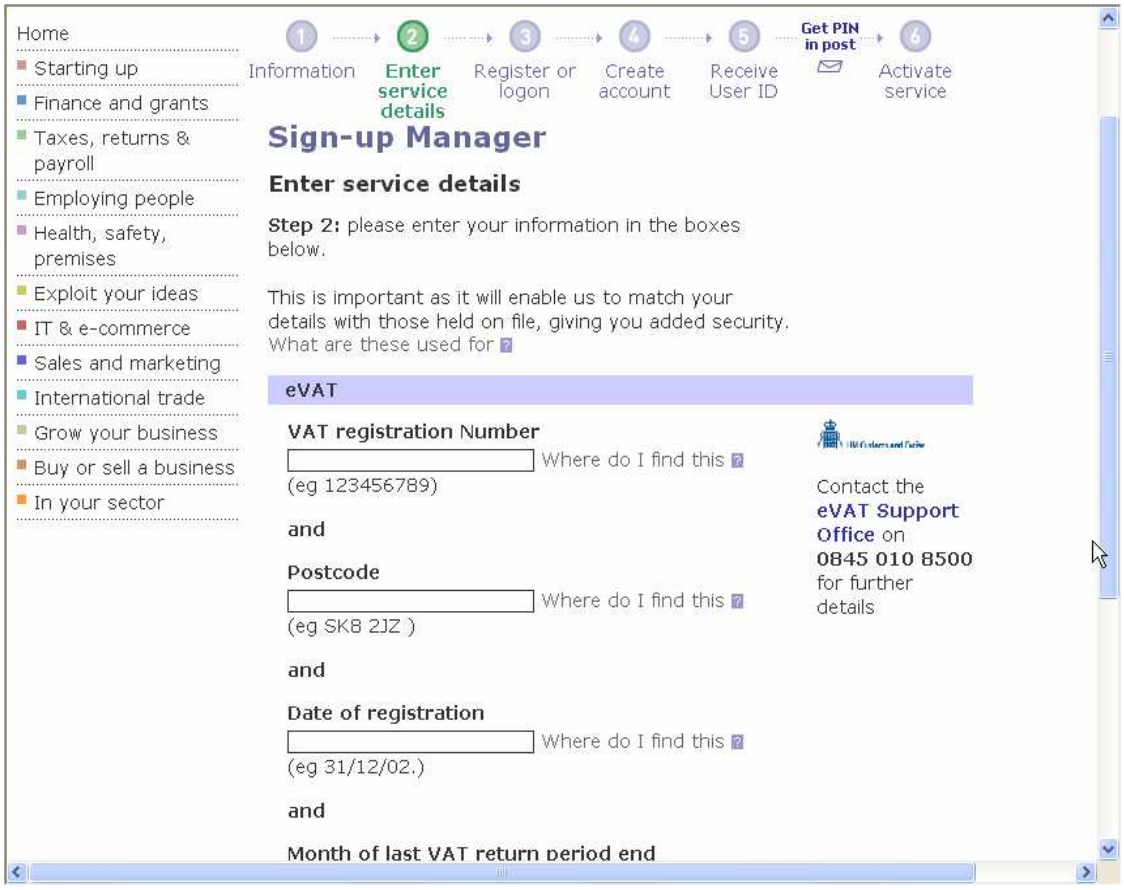


Image 4: Screenshot for the VAT payment

- Submission & Income Tax Payment

The procedure allows for the submission of Income declaration Tax and the electronic payment of the debit. In addition, it allows the modification of an Income Tax declaration.

Comments and observations concerning the electronic government in Great Britain

The use of information and communication technology in the reforming of public services constitutes an extremely important strategic factor of the present Government, in Great Britain which is the modernization of the administration. The present government has set a very ambitious agenda as far as the modernization of public services is concerned. The heart of this strategy is the offer of integrated services beyond the established limits of the organizations, through the extensive use of the information and communication technology. The reasoning behind the modernization of the administration of GB and behind the strategy of electronic government is based on the argument that such technologies can be used to transform the public sector.

In 1999 the government has set as a goal to succeed in better administration, better policy planner, better responsiveness to what people want and better public services, through the technological transformation of the existent equipment and especially through the use of information and communication technologies.

The modernization program recognized that some sectors are more efficient, dynamic and effective than any business in the private sector but at the same time recognizing that there are many weak points. The institutions are often organized around the structures that describe the suppliers while there is a general lack as far as the responsiveness is concerned according to the public's opinion. Attention is paid more to the incoming data and less to the outbound information, while the mentality of risk avoidance is reinforced.

In order to overcome such difficulties, the program has set three strategic goals and five main commitment axles. The program aims to ensure that:

- the policy and strategy planning is more complete (in relation to various organizations and services of the Government),
- the users of public services and not the providers are in the centre of attention, providing services that are closely connected to the lives of the citizens,
- the supply of services will be of high quality and efficient.

The main commitments have to do with the fact that the policy planning will have as a goal to study and promote services that will concern the citizens and will not react to long term pressure. Secondly, the public services will meet the needs of the citizens and not the needs of those who offer them. Moreover, these services will be more efficient and of high quality, while the new technologies will be used in order to fulfil the needs of the citizens and the businesses. Finally, the public service will take the place it deserves and will not be underrated.

The two main issues are the need for integrated administration through a vertical and horizontal integration between the different departments and organizations, in order to manage more efficiently the issues that

surpass the traditional bureaurocratic boundaries. On the other side, the need of an administration having the citizen in the centre, in order for the services to be completed at the point of delivery without the citizens needing to wander inside the bureaurocratic labyrinths. These two issues are very important since they cause the rupture of thoughts and practices related to modern administrative and bureaurocratic organizational structures.

The Electronic Government includes three activity sectors through the use of information and communication technologies: the improvement of efficiency and the efficiency of the crucial and managerial operations of the administration, with the services included, the transparency of the administrations by offering to the citizens better access to more information and make possible the change in the relations between the citizens and the public organizations through applications in the democratic procedures and the administration structure.

The tendency towards Electronic Government programs represents the continuation of former transformations of the public sector but with a more significant role as far as the information and communication technologies are concerned. The main characteristics of the vision of modernization of the administration are the facilitation of the transactions between the businesses and the citizens and event where the administration will be able to provide services and information through new mass media.

Many and important are the benefits from a strategy that will be defined by the technological developments. For the citizens will mean a greater choice of distribution channels of the services, decreased transaction costs, more personalized services, facilitation, more information concerning the services and policies, greater participation to the democratic procedures. For the businesses this will lead to shorter interaction process, lower transaction costs and decreased legal obligations. For the suppliers, it will mean better management of stock as well as an environment where the information will be spread.

Finally, for the rest public organizations, it will mean greater efficiency and accuracy, lower transaction costs, better use of the cognitive base and much more flexible working conditions. The Strategy that was proposed by the Government has four directional principles: citizen centred administration, accessible services, subtantiveness and sufficiency and better information management. It is also recognized that the realization of the strategy for the electronic government includes organizational changes.

The realization of eGovernment programs often requires a gradual approach. Deloitte Consulting developed a plan that includes 6 stages. Starting from the issue and information take-up, going through basic transactions, internet portals that serve multiple requests, personalized portals, re-planning of the services and finally total transformation. One of the advantages of these gradual approaches is that allow the organizations to develop a trust and confidence with the customers but also to easier deal the organizational and the cultural changes.

While the organizations are moving between the various stages, the issues that are involved in become more complex, especially as far as the changes in the organization and culture are concerned. Many obstacles have been traced in the participation and appropriation of eGovernment services forms the citizens and clients in the end. The main obstacle is the lack of the "social element" of personal contact and interaction as well as the total cost of internet access. Many believe that the present channels are practical and easily accessible with the electronic channels, while the often feel that they have more control by using the traditional channels because they believe that "something is going on". Moreover, different individuals will prefer different services and in different time periods and for different types of transactions. It is very hard to look for the opinions of the citizens as far as services that are still unknown. The organizations should first develop services and then raising the demand via informative programs, marketing campaigns and motivation characteristics.

The main obstacles for the realization of the eGovernment program are not of technical nature but cultural and social. A clear strategy, a powerful leadership and a careful and accurate application process, are considered as key requirements in order for a project like this to move on. The successful eGovernment depends on the offer of integrated services, but the governmental services are hard to become integrated because there is a institutional conservatism as well as technical incompatibilities. The need of a total approach that will include all the levels of the administration, including the local organizations and services, as well as the need for interdepartmental and inter-service initiative that will ensure that the services are structured around the needs of the citizen and not the needs of the organization has become imperative.

The difficulties that the Government faced were not technical but human and organizational, directly connected to the application of new technologies. There is an intense need that the realization course of the program will move along a wider agenda of modernization that will set the issues that concern the administration of the changes. Another crucial factor for the success of the initiatives that concern the eGovernment is the unnegotiable support of all the participants. The development of an integrated administration requires information take up both horizontally and vertically, fact that will redefine the power structure of these organizations. Consequently, the reaction of those that the position is affected is something natural and will in long terms question the practical viability of an integrated administration.[9]

6.2. United States of America

Possibly the more complete suite of Electronic Government services, addressing to businesses ia the one that is offered by USA's governmental portal

[9] Li F., Apr-Jun 2003, σελ. 44-65

(http://www.firstgov.gov/Business/Business_Gateway.shtml). Through this governmental portal a business will have access to the following categories of services, with each one having a wide range of services:

- Purchase and sale with the Government (12 services)
- Issue of certificates and payments (10 services)
- Identification Numbers (2 services)
- Legal Issues (5 services)
- Licensing (6 services)
- Social security issues (5 services)
- Subsidiary Services of Business Start up (7 services)
- Taxation (5 services)

In the same portal and more precisely in the http://www.firstgov.gov/Citizen/Services.shtml Electronic Transaction services are provided for the citizen. The citizen has access to almost 125 Electronic Transaction services that are alphabetically listed and concern the supply of information, applications, and payments. The services, depending on their nature, are placed on various levels of electronic integration. The same portal provides access to Electronic Transaction services to federal employees and Public Organizations[10].

On the 17th December, President G. Bush signed the draft that concerned the Electronic Government. With this simple move a great step forward was realized, towards the entering of the federal government to the era of information. The government proposed a budget that reaches $59 billion dollars for the fiscal year 2004. However, the resources have been spent as per services with low interest on how such a system will be absorbed by the overall federal architecture and with a low percentage of focus point on the use of new information technologies as a mean of services for the citizens.

The draft considers the eGovernment initiative as one of the five milestones in the effort of dealing with governmental "machine" more as a business than a public organization. The main idea behind this law is for the federal government to fully exploit the Internet and the rest of the information technologies in order to improve the efficiency and ensure its electronic information. In order to assign responsibilities when needed, a new office was established which is dedicated to strategy issues of eGovernment and as far as

10 http://www.firstgov.gov/Federal_Employees/Online_Services.shtml
http://www.firstgov.gov/Government/Government_Gateway.shtml

the realization of the programs is concerned. So, a separate office of $345m for inter-service projects was established and is responsible for the basic requirements of federal sites and for the evaluation of the new private systems while at the same time it aims at the improvement of security measures.

Image 5: Screenshot of the governmental portal with the general sections of information & services that the businesses need

Relatively to the directional principles of the draft:

- *Easier interaction between the citizen and the government.*

  The draft calls for improvement of the federal governmental portal Firstgov.gov, in order for the citizens to have access to a better organized information with fewer "mouse clicks" from any service they desire. «The goal is everything to be done in a simpler and faster way, without roaming in the governmental bureaucracy»

  Another part aims at the creation of electronic rules that will allow the citizens to comment on the regulations online. «It is a very democratic procedure», says the man responsible for the Governmental Relation Committee.

On January 2003, the Service for the Protection of the Environment put into service a new site (www.regulations.gov) that provides the citizens and the businesses of the country an one-stop internet portal where they have the possibility of expressing their opinions as far as the governmental regulations of all the departments and Services are concerned. In the previous years this was a difficult and time consuming process. For example, the citizens wanted to be informed on which Service is responsible for a specific regulation and very often they had to fill in an application.

Such an initiative will offer allow the citizens to actively participate in the creation of federal regulations, setting their own conditions and selecting the place and time that they desire. Executive officers stress «that something like that will ensure that the public has an active role to the decision making process that concern the regulations and something like that can be succeeded faster and efficiently.»

- *Cooperation increase between the Services*

From the beginning of the state, two centuries ago, the federal government was developed around a strucutre where in the center is the Service. Nowadays however, the higher officers have realized that in order for the eGovernment to succeed, the inter service cooperations constitute a major factor independently of the nature of the organization. The decisions should be taken based on the needs of the citizens. The directors of the information departments must continue to move towards the direction of common strategy planning, in order to form the appropriate security rules, the directional lines for the sites or in order for any other initiative to succeed.

- *Reinforcement of the protection of privatisation through the evaluation of the influence of privatisation for the new systems*

The congress and the administration realize that the American citizens express their justified concerns as far as issues that relate to the privatisation in their digital transactions. This initiative promotes the procedures of evaluation every time that personal information is gathered from 10 or more individuals. These procedures address questions as to what kind of information has been gathered and for what reason, how is it going to be used and protected, to whom other will be delivered and requires special licence which has been requested from the citizens. «By demanding from the services to abide with this procedure of collecting the excessive data, I think we move enough ahead in issues of protecting the

privacy of the American people» Jim Turner notes, who is the one that introduced the law to the White House. An additional initiative requires from the Services to provide a privacy and reference note of their policies on the relevant sites.

Comments and observations on the electronic government in the United States of America

In the year 2000, the congress voted the governmental reshuffle decision that related to the security of information. The draft demanded from the services to report the security of their information systems and to include the security to their business studies, especially when they are referring to budget approvals. The director of IS of Georgia indicatively reports: «It is constantly needed to improve the security of World Wide Web in all the procedures and aspects of our government. To have it in the form of a law is good for all of us. We have to endure the high pressures concerning the sectors we invest our time and resources.»

The structure of the federal administration renders difficult the successful realization of the program. The hard to move structure of the administration has been institutionalized two centuries ago. Even if the inter-service cooperation increases, the realities of the autonomous structures will make the entire procedure very hard to move. Darel West director of the research Centre for Public Policy in the Brown University notes that «the bureaucrats guard their autonomy very carefully while the eGovernment forces them to cooperate using ways that they had not imagined.»

The security sector is on crucial stage for the governmental administrative services. The good news are that the Services give priority to the security. The less good news are that some services have begun to level-up as far as the security is concerned, but still they are in a lower position than the average percentage at the moment.

It is true that the challenge for the governmental services is even more sensitive, while the citizens set even higher the level in security issues as far as the public services are concerned. Despite all these the hacking incidents are possible and take place very often, forming a very significant problem. Electronic government by definition means gathering of more information and take-up between the Services, fact that increases the concerns in terms of privacy. The Privacy Act of 1974, that established guarding procedures for the protection of personal information of the citizens at the time, helped surprisingly. However, there are exceptions that with the passing of time have been aggravated. A main aspect is the "routine" that allows for the sharing of information between the Services and concerns individuals in order for the governmental procedures to be executed. The risk behind this regular use is increased with the spread of eGovernment, resulting in giving more personal data on the hands of the Services without the citizens knowing it.

Arry Swartz, director of the Centre for Democracy and Technology in Washington stresses that «In the world of Electronic Government the concern constantly becomes more sensitive because the goal of the Services is the take-up of information itself when this is needed. The force of laws should have been able to its job and to distribute the information with a logical way as long as it does not insult the privacy. Supervision it is needed nevertheless. This country has a bad tradition as far as the bad use of information is concerned». Many of these concerns and initiatives resulted because of the 9/11 course of events. The complex and uncertain aspect in this case, will be the balance of the need for better information – in order to avoid future attacks – risking the lack of their political freedoms.

The voting of the draft does not mean that the country is directly transformed into an electronic democracy. There is always the issue of the digital gap and it is not something that will be easily solved. In addition there are questions of transparency and information that come to light. There are not any public lists that include all the information that one can draw from the Internet neither any data where it can be seen any cooperations and business relations between the services and the businesses. Due to the Electronic Government draft, the administration of G. Bush and the congress have remarkably managed to increase the speed of their pursuit of making the operation of the administration more effective and with less cost and make the governmental services more accessible to the citizens addressing their needs.

The support of the draft from the Congress clearly shows that the elected representatives recognize the huge importance and contribution of the use of information technology to the improvement of the administration. Transforming, however, the administration is not something that can be succeeded in one night. The transformation is a procedure long term and slow procedure, similar to looking at a tree growing. The Principle of eGovernment provides the necessary fertilizer, but its roots will take time to grow[11].

6.3. Australia

Responsible for the realization of the interoperability framework is the Australian Government Information Management Office (http://www.agimo.gov.au) which gives information about the framework and the architecture of the system. The supply of Electronic Government services is done through a central portal (http://www.australia.gov.au) where the user is redirected to the respective subportal depending on the type of the service. The governmental portal which is responsible for the businesses is the http://www.business.gov.au where the portal provides to businesses services of Electronic Government that concern the following categories:

11 "A More Perfect Union-The E-Government Act's Major Provisions", 2003

- Business start up
- Business Start up, Registration
- Business Licenses
- Business Management
- Taxation
- Human Resources Employment
- Franchise
- Leasing
- Business Expansion
- Financial and other forms of aide
- Loans
- Statistical data
- Consulting Services
- Business Termination/ Sale

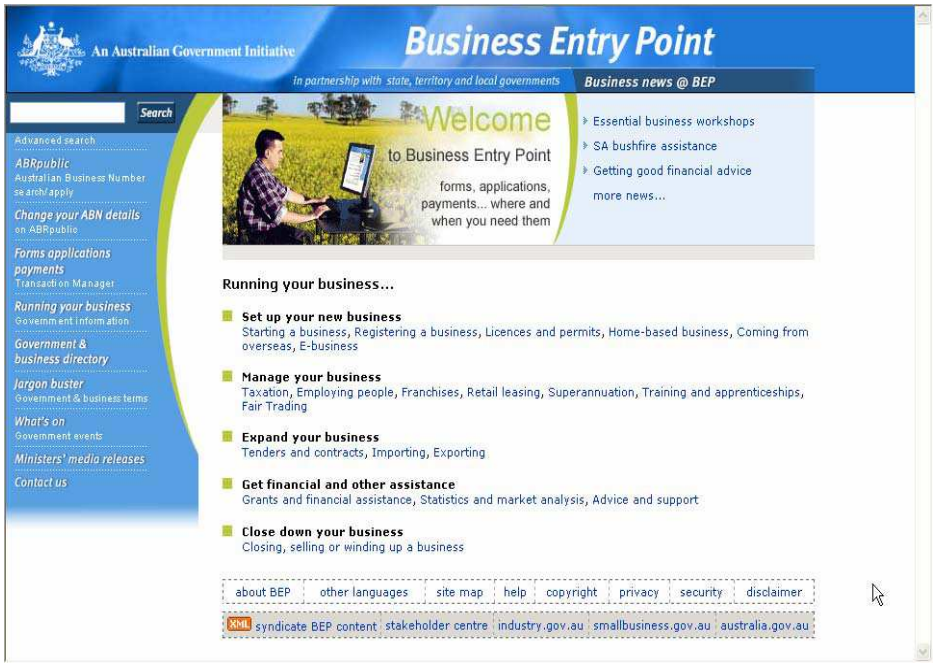


Image 6: Screenshot of the governmental portal along with the general information & service sections that the businesses need

The services that are supplied by the above mentioned portals belong to different levels of maturity depending on the nature of the service.

The government commits itself to provide to the society the best possible services. The realization of this goal depends on the maximization of the effectiveness of the political rules and delivery of the programs, the design and budgets that have been announced, the decision-making process, the organizational structures, on the labour relations and the management of human resources. Many efforts have taken the course towards transformation and many significant benefits have been obtained. The information and communication technology plays an increased role to the definition of quality and accessibility of the services. The development and creation of a total governmental approach in response to these high end technologies is of great importance in order to have benefits in the supply of governmental services.

Australia is place among the leaders as far as the application of new technologies in the administration of the government and the electronic services' supply is concerned. Just like the cases of Canada, USA and GB, Australia moves further from the simple establishment of information technologies and disconnected Internet sites. The Australian government is entering the complex phase of providing integrated services not only online but via other communication channels.

In 1997 the prime minister has set a goal for the federal governmental services to provide all the appropriately formed services online until 2001. On February 2002 Australia's prime minister announced the to the World Congress for Information Technology in Adelais that the goal was successful. According to an amount of reports the use of the Internet from the Australian Government for providing online services and programs is among the best in world.

The experience with the Internet has created the demand for providing electronic information and services – something that now is not considered a great thing. The transfer of information online and the automated procedures require a significant investment. The next stage of enterprising change will demand even larger investments resulting to greater benefits through the increase of efficiency of the provided services. However, the small and medium Services may have to face certain difficulties as afar as the increased expenses that the online services require[12].

On November 2002 the Australian government announced its strategy for eGovernment, Better Services, Better Government. The title Better Services, Better Government clarifies the framework where every Service and procedure of the Governmental aspect will be transformed aided by the application of new

[12] The Use OF Information & Communication Technologies by the Australian Government, Administrative Consulting Committee, Issue 2 Reference Framework, pp. 7

technologies[13]. The strategy of *Better Services, Better Government* highlights the next phase of movement of the plan of the federal administration, from the availability of information and services online to a more integrated application of new technologies in the governmental information and the supply of services and administration.

For the fulfilment of this strategy six key goals were set:

- Greater effectiveness and delivery of the investment.
- Ensurance that the access to the governmental services and information will be easier.
- Supply of services that will personally address the needs of the Australian households, businesses and public organizations.
- Integrated related services
- Creation of experience, trust and confidence in the use of new technologies and
- Further increase of the participation of the citizens in the planning of policies and procedures.

The Prime Minister during the anniversary of the operation of the Australian Public Service said: «We live in a constantly complex and independent environment where without doubt crucial issues have crossed the traditional natural limits. This tendency will continue».

Comments and observation on the electronic government in Australia

The investment in an effective eGovernement is of vital importance for Australia. There are many strong grounds for efficiency for the improvement of administration's policy development, of the procedural programs and the supply of information and access in them. This includes the re-planning of the traditional procedures, the combining of the technological investments and the project management in order to ensure the overall return of the investment.

On the other side, that of the users, the eGovernment will have to facilitate the citizens and the businesses in their transactions in a vast amount of issues, without the full understanding of which department of the administration provides the required service. There are four main channels of providing the administrative services and information: online, human contact, by telephone and via mail. The integrity of these channels will be preserved both autonomously and within themselves, preparing the ground for the integration of the supply of services ensuring a constant experience for the users. The synthesis of the technologies of the

13 ICA 37th CONFERENCE, ICA Country Report Australia, Tallinn Estonia, September 2003, pp. 1

telephony, computers and the mass media will present a special challenge. It is expected however that the demand for online services will surpass the demand of the rest of the channels, as a natural result of the great facilitation that is provided by such means of service provisions.

In this era of eGovernment, the results for the citizens, the businesses and the administration constitute the driving force. Technology will not be the one that will define the provided service but the better information management and the improved business procedures will constitute the mean that will be used for the adaptation of the governmental services in order to cover the demands of the citizens.

The main benefits of the eGovernment for the business community are similar to these of the individuals. Thus, we have:

- Time and money saving,
- Improvement of the access to the administration,
- Increased facilitation
- Significant aide to the transactions with the administration ,
- Availability of more integrated services

The power of e-administration to transform the way that the administration operates is shown with the saving of time, especially in small businesses, via the procedural modernization.

It is not unusual for individuals and businesses to have to fulfil separate governmental transactions in order to have a single result. The e-administration will develop a new common structure for all the Services in order for the related services to be able to unify and be presented on one common provision point, even if this means the involvement of various Governmental Services. This practical way of supplying will dramatically decrease bureaucracy and the cost, exterminating the need, for example, of one filling in many applications for the same information.

The Australian service of Employment Search and Employment Network is the most integrated service that includes not only the state and the federal administrations but the business sector as well. The Employment Search provides a better and more effective way to those who look for an employment and a better way also to the employers who want to place job announcements. It aims at the supply of access to the biggest selection of employment posts.

At this moment numbers over 50.000 employment posts and is the leader between the sites for employment search in Australia with more than 800.000 visits and over two million visits in touch screen pages on a daily basis.

With the passing of time even more governmental services are available and used in an online way. The easiness of the online transactions has led the demand to high levels for these types of services. The trust and confidence during the online transactions must support and strengthen the use of these services. The foundations were placed during the recently completed phase of Online Government, with emphasis on the privacy, security and originality. The e-administration will move these procedures a step further, ensuring that the governmental transactions with the citizens will provide an appropriate level of originality – which means confidence in the identity of the individual – as part of a reference point similar to the framework that is already developed for the businesses. Something like that will encourage the users to electronically transact with the administration, minimizing the risk of an unauthorized access to their information.

The governmental Services have the possibility of using the Internet in order to improve the transparency of the arbitrary procedures and provide the chance for a wider public participation via online information about the policy, the knowledge take-up and the consultancy. While the public is used to the search of ready information regarding the administration as well as the online transactions, it is a natural thing to expect a higher level and quality in the participation in the administration. The services can capitalize the great chance that the Internet offers for the improvement of the action range when they communicate with the community and when they are consulted for the new policies that they desire to put in action.

Significant benefits can emerge as far as the governmental policy and program is concerned through the presented interest by the public and exterior participants. The transparency and confidence in the administration will be strengthened while it is clear in the conscience of the citizens that their opinions are seriously taken into consideration during the decision-making process.

The strategy of Better Services, Better Government, provides a vision for the electronic administration and the federal Services. Many things have been accomplished from the time that the Online Governmental Strategy was formed. The federal Services have managed to ensure all the appropriate and correct information as well as the services that are available online on the Internet, for anyone who needs to have access to these. It is understood that something like that does not mean that the "journey" has ended but it means that the first stage of transformation of the public sector, that invested on technology as a tool of providing better online services, is complete[14].

In brief, as far as the theoretical concerns of the mentioned nation-states, are concerned, we can classify them into four main titles, where the challenges that relate to the evaluation and measurement of goals become remarkable.

14 www.australia.gov.au, Better Services, better Government

Government to citizen (G2C), with the citizen being in the centre and is approached as a client and not as an administrative object:

- Services that are focused on the citizen and not the Service
- Overlooking the intermediate staff of the political service – providing services directly to the citizens
- Developed and intelligent authentication
- Accessibility to governmental information
- Accessibility to the natural structure of information and communication technologies
- Greater equality (termination of the digital gap)
- Creation and increase of trust.

Government to Government (G2G), including a correct government and a well governed society:

- Decreasing the autonomous and isolated nature of separate departments and Services, moving towards a "united" administration.
- Changing the culture of public services from reactionary to preventive
- Open and responsible administration
- Cost effective supply

Government to Business (G2B), with the appropriate conditions for an effective business development: Legislative reformation

- A national economy with flexibility and competitiveness in the world market
- Citizens with qualifications and education on the new technologies for the employment market.
- An unconditional and succinct society where the distances will not be a problem:
    - Distanced provincial regions reinforced with high speed access to the Internet
    - Citizens capable of working from their homes
    - Surpass of the obstacles of physical capabilities
    - Surpass of the obstacles between the two sexes
    - Increased perception of the well being of the wider community

- Increased democratic participation to the electing process[15].

[15] Blakemore M., Dutton R., "e-Government, e-Society and Jordan: Strategy, theory, practice and assessment", Pre-reviewed Journal of the Internet, pp. 6-7

7. International interoperability frameworks for the electronic government

Interoperability constitutes an important issue for the realization of a greater cooperation between the Businesses and the Public Administration. The present situation on a European and international level has to show a number of frameworks which in their majority of cases, are in a hybrid evolution and implementation stage. The more important of the frameworks are:

- The European Interoperability Framework – EIF.
- The UK e-Government Interoperability Framework – UK e-GIF
- The German framework of Standards and Architectures for e-Government Applications – SAGA
- The French Common Interoperability Framework
- The Belgian Interoperability Framework – BELGIF
- The Danish "Reference Profile"

In their majority the specific frameworks are mainly focused on providing a total amount of standards and technical specifications for various issues like procedures, data, systems, internet technologies etc. The adoption of which will allow for or strengthen the interoperability within the framework of the Electronic Government model that each country will decide to implement on its public sector.

Even though the concept of interoperability constitutes a prevailing element in the strategy of development of the Electronic Government on the above mentioned countries – through the creation and implementation of integrated frameworks that are capable of supporting it – the idea of an organized and guided development and certification of the public internet sites is dealt with in a marginal way and it is placed in the wider framework of adoption of the frameworks of interoperability from the public organizations that are responsible for the development of their internet sites.

More precisely, in the majority of the above mentioned countries there is not any particular initiative that concerns the creation of a binding whole of specifications for the development of public internet sites as far as their form and content is concerned while even their certification concerns a limited range (for example, accessibility on the base of international standards like WAI). The case of Great Britain is an exception because it has developed an integrated effort as far as the creation of specifications for the development of public internet sites and the operation of the relevant certifications authorities is concerned.

7.1. Great Britain

Granted the successful application of interoperability in Great Britain, it is wise to mention the structure and the content of the framework that was used in this case. The electronic government interoperability framework (e-gif) 6.0 (30th April 2004, UK Cabinet Office) provides policies and standards in order to succeed in the interoperability and compatibility between the information systems and the communication systems of Great Britain's public sector. The policies and standards of the framework concern the following:

- Technical policies: general instructions and standards that have to be adopted for the technical realization are offered in terms of interconnection, networks, completeness of data, data entry forms, management of metadata content, channels of services etc.
- Realization support: provided are instructions for the development and preservation of the framework and the tools that will be needed for its development.
- Administration procedures: provided are instructions for the roles and responsibilities of the administration, the public organizations and the businesses in order to ensure the successful implementation of the framework.
- Changes management: provided are instructions and limitations for the changes that are about to come to the present framework.
- Abide to the framework: finally the framework stresses the vital points of compliance with its instructions.

Apart from the general directions that are defined from the e-gif, the Cabinet Office provides detailed instructions and technical specifications which the realization of interoperability will be based upon while at the same time it offers full documentation of all the relevant procedures of development, control and coordination as well as a central web site (http://www.govtalk.gov.uk/) that publishes all of the above both on Public Sector level and on citizen/ business level.

Along with the creation of a wider binding interoperability framework (UK Govtalk) the responsible service (UK Cabinet Office) has created a complete whole of specifications that concern the creation of internet sites. More precisely:

- Guidelines for UK Government websites
- Guidelines for UK government websites for Local Government
- Quality Framework for UK government website design
- An amount of guidelines relative to the selection and the safeguard of domain names.

Along with the above mentioned guidelines, in Britain there are two organizations that deal with certification of compliance of the public internet sites:

- The organization eGIF Compliance Assessment, that also provides a relevant payable service through a number of electronic forms.
- The organization eGIF Accreditation Certification Compliance, which aides in the promotion of information concerning the interoperability framework and its adoption from the public organizations.

7.2. Germany

The German framework of interoperability constitutes a whole of technical specifications and suggested architectures for interoperability, while as far as the certification is concerned, it limits itself in the identification of the compliance with the framework and it does not include the form or the content of the websites.

7.3. France

The French Framework of Interoperability is at premature form and it does not include aspects that concern the certification of the websites.

7.4. Belgium

The Belgian Framework of Interoperability includes a whole of suggested standards and technological specifications while it is very interesting that the website of the framework uses the technologies of the cooperative Wiki platform, fact that makes the website extremely dynamic and open to contributions from the users. As far as the certification of the websites, the framework includes a gradual migration methodology – and the relative tools – in a form that guarantees the accessibility of the website (AnySurfer Label). In addition offered is an amount of guidelines for the design and realization of the accessible websites by open technologies and standards of W3C (HTML, XHTML, CSS, WCAG).

7.5. European Framework of Interoperability of Electronic Government

The European Union within the framework of delivering interoperable services of Electronic Government to public administrations, businesses and citizens (Interoperable Delivery of European e-Government Services to public Administrations, Business and Citizens, IDABC http://www.europa.eu.int/idabc), has issued a

general framework of Interoperability for the e-Government. The goal of this framework is to define the basic guidelines for the supply of services of Electronic Government on European level and the supply of interoperability between the Electronic Government systems of different countries. These guidelines will have to be adopted during the design of the frameworks of the countries in order to ensure the interoperability on a European level.

7.6. Authentication

Another important issues is the authentication of the users, a thing that constitutes a basic pillar for the security of the transactions and their fast spread to the citizens and businesses. Especially in G2B services, the present project should give special emphasis on the available and developing technologies of Digital Authentication.

For the European Union, the applications of Digital Authentication with the use of a Smart Cars constitute one of the priorities of the eEurope Action Plan within the frameworks of developing secure and fast networks and the reinforcement of Electronic Services and Electronic Business. A recent research that was realized aiming to present and study the applications of Digital Authentication in Electronic Government in Public Administration[16] has shown that the applications that are realized in Europe concern the sections shown on Table 2.

According to the same study the basic difficulties that came up during the design and realization of the above mentioned projects could be summarized to the following:

- The lack of equipment (card readers) on behalf of the citizens and small companies constitutes an obstacle to the realization of secure applications of Electronic Government.
- The insufficient adjustment of the computers (workstations) where the users estimate that the required equipment is expensive in relation to the expected results from the use of the smart cards.
- Many users feel that the technologies of the smart cards are not mature enough and there is a possibility to change in the future.

[16] The entire image of the current situation of smart cards in Europe is shown in the extensive study «Open Infrastructure of Smart Cards for Europe» that was realized by the working teams that worked within thee frameworks of eEurope Smart Card Charter. The study includes an analytical representation and evaluation of the projects that have been realized since today in Europe, USA and Japan and at the same time it presents the guidelines and standards for the development of interoperable applications of smart cards per sector and it is available from the electronic site of eEurope Smart Card Charter (www.eeurope-smartcards.org). The above mentioned study should be taken into consideration from the Contractor of the project.

- Categories of employees – users consider that the use of smart cards will bring changes to the habits at work while there is the fear of additional control from their directors if their use is finally applied.

Despite all these, in all cases of the projects that were studied it came up that the smart cards were finally accepted and were used effectively after the adaptation period. Finally, from the study arises the fact that the future applications of smart cards in the Electronic Government will be focused on the health cards and on the social insurance cards as well as on the identity citizen cards, business and public workers with the possibility of an electronic signature.

APPLICATIONS	COUNTRIES
Electronic Signature	Italy, Norway
Infrastructure of a Public Key for the civil servants	Holland, Spain, Greece
Staff verification (civil servants, health professionals, etc.)	Finland, Germany, Spain, Sweden
Verification of Natural persons / companies from public administration and public organizations	Ireland, United Kingdom
Electronic Citizen Identification Card	Austria, Belgium, Finland, France, Italy, Sweden
Electronic Identification Card for the Insured	Austria, Belgium, France, Sweden
Support of services in relatively small regions (mass transportation, recreation, etc.)	France, Germany, United Kingdom

Table 2: Applications of Electronic Signature in Europe

8. The framework of recording the best practices in Europe and on international level

As it was noted during the analysis of the methodology in paragraph 3, the presentation of thirty nine (39) best practices was realized as well as the detailed research of resources, the evaluation of their credibility and the recording of the good examples both via the Internet and through bibliographical research and access to data bases of international organizations (UN, European Commission, World Bank etc.) or institutionalized organizations (e-bsn, e-business watch etc.).

The main resource of best practices was the e-Government Good Practice Framework[17], which is probably the most important database on worldwide level on the field. The characteristics that govern this specific database are:

- **The completeness (in relation to other databases that were analysed).**
- **The accurateness and clarity of the content.**
- **The great compatibility and consistency (significant reasons for the selection of this database) that characterizes the way of codification and standardization of the best practices in relation to the report sheets which the Greek Observatory for the Information Society uses.**

Moreover, available material from the Greek Observatory for the Information Society was also used and it was gathered from previous studies and researches (Observatory study for the European best practices, cases that were presented during the 1st European Observatories Summit)

Using a rich amount of information relative to actions and best G2B practices of other countries, the digital services, as it was stated before, were recorded and evaluated on the base of specific and strict predefined criteria.

The criteria are the following:

- **Viability**
- **Degree of innovation**
- **The larger progress and time development that followed for every best practice.**
- **Take-up to the society**

17 http://www.egov-goodpractice.org/

- **The benefit that they brought in relation to the cost (if similar data are available from the respective organizations that developed them - cost benefit relation).**
- **The range of the public that are addressed.**
- **The range of thematic regions they cover.**
- **The range of the users that they cover.**
- **The relevant range of services they include.**
- **The type of integration (horizontal, vertical or in cooperation with the private sector).**

More analytically, the already analyzed databases with the best practices of Electronic Government and Business where the data were drawn are the following:

- The database with the European Best Practices of Electronic Government of the European Commission e-Government Good Practice Framework.
- The database with the researching approaches to issues of Electronic Government, e-Government Research of the European Commission[18].
- The database of International Best Practices of businesses Technology Evaluation[19].
- The database Best E-Europe Practices (BEEP) with best practices for enterprises, of the European Commission[20].

Further down is the relevant consolidated table (Table 3) of the databases of the best practices that were analysed. **An important conclusion that was reached had to do with the fact that great overlapping was taken place for a large number of best practices, which were located in several databases at the same time while the database of the e-Government Good Practice Framework being the most updated.**

18 http://europa.eu.int/information_society/activities/egovernment_research/index_en.htm

19 http://www.technologyevaluation.com/

20 http://www.beepknowledgesystem.org/default.asp

Sources	Web Links
eGovernment Good Practice Framework	http://www.egov-goodpractice.org/gpd.php?PHPSESSID=fd895c0948127f26d26357cad92c294a&filter=off
eEurope Awards 2001	http://europa.eu.int/information_society/activities/egovernment_research/archives/events/2001/projects_selected/index_en.htm (good practice label/ awards 2001)
eEurope Awards 2003	http://www.e-europeawards.org/ (Πρακτικές των ετών 2003/ 2005)
eEurope Awards 2005	
Good Practice Framework for eGovernment (GPF)	http://ec.europa.eu/information_society/activities/egovernment_research/gpf/cases/index_en.htm
Study on Interoperability at Local and Regional Level (IOP) site, cases with analytical description	http://www.egov-iop.ifib.de/iop_output.php
Study on Interoperability at Local and Regional Level (IOP) site, cases with short description	
Study on Interoperability at Local and Regional Level	http://europa.eu.int/information_society/activities/egovernment_research/doc/case_studies_interoperability.pdf
Reorganization of Government Back Offices for Better Electronic Public Services – European Good Practices (Back-office reorganization), Final Report to the European Commission, January 2004	http://europa.eu.int/information_society/activities/egovernment_research/doc/back_office_reorganisation_volume1_mainreport.pdf http://europa.eu.int/information_society/activities/egovernment_research/doc/back_office_reorganisation_volume2.pdf (annex 1) http://europa.eu.int/information_society/activities/egovernment_research/doc/back_office_reorganisation_volume3.pdf (annex 2)
eGovInterop.net: The eGovernment Interoperability Observatory (Observatory on Interoperable eGovernment Services)	http://www.egovinterop.net/SHWebClass.ASP?WCI=ShowDoc&Name=Root http://www.egovinterop.net/SHWebClass.ASP?WCI=ShowDoc&DocID=1213&LangID=1
IRIS database	http://iris.oten.fr/ http://iris.oten.fr/index_result.php
TerreGov project study (Impact of e-Government on Territorial Government Services) Deliverables D6.3-D6.4: European case studies	http://www.egovinterop.net/Res/5/D6_3-4vobs.pdf
Best practices in innovation United Nations public service award winners 2006	http://unpan1.un.org/intradoc/groups/public/documents/UN/UNPAN023509.pdf
"ONLINE AVAILABILITY OF PUBLIC SERVICES: HOW DOES EUROPE PROGRESS? WEB BASED SURVEY ON ELECTRONIC PUBLIC SERVICES REPORT OF THE FOURTH MEASUREMENT OCTOBER 2003" Prepared by: Cap Gemini Ernst & Young	http://europa.eu.int/information_society/eeurope/2005/doc/all_about/cgey4_measurement_final.pdf
"Beyond e-Government: The world's most successful technology enabled transformations" Prepared by: Booz Allen Hamilton Commissioned by the UK Presidency of the European Council	http://www.egov2005conference.gov.uk/documents/pdfs/beyond_egov.pdf
"Leadership in Customer Service: Building the Trust" Report prepared by: Accenture in 2006	
Executive Office of the President of the United States (2006): Report to Congress on the benefits of the President's e-government initiatives	http://www.whitehouse.gov/omb/inforeg/e-gov/e-gov_benefits_report_2006.pdf
"Braking barriers to E-government" Inventory Study Funded by the European Commission Led by the Oxford Internet Institute, Oxford University	http://www.politech-institute.org/review/articles/INVENTORY_PROJECT_volume_3.pdf

Table 3: Best practices databases

The gathering and recording of best practices was focused on the services that are provided to the businesses from the public organizations. The main goal of the above recording was to draw knowledge from the good examples of the countries abroad focusing on the creative exploitation and the evaluation of these practices that could be directly used in Greece. After the detailed research that was carried out on the databases of best practices, the best practices were gathered and recorded and for every practice the relevant "report sheet" was filled in. The reporting sheets recorded the name of the practice, the organization in charge of the implementation and the organization in charge of operation, the implementation date, the users group, the description of the practice as well as the reference points of each one on international level as an example of best practice.

Further down the recording of some more databases of best practices of e-government[21] are presented and which were studied at the context of this project:

- World Bank e-Government (http://www1.worldbank.org/publicsector/egov/)
- E-Government for Development, IDPM (Institute for Development Policy and Management), University of Manchester (http://www.egov4dev.org/topic1cases.htm)
- The Center for Digital Discourse and Culture (CDDC), Virginia Polytechnic Institute and State University, Case studies in the world (http://www.cddc.vt.edu/digitalgov/gov-cases.html)
- Inter-American Agency for Cooperation and Development, Application of best practices for development: e-government (http://www.iacd.oas.org)
- E-Government Observatory, IDA(Interchange of Data between Administration), European Commission, Case Studies: Best practices and projects from across Europe, (http://europa.eu.int/ISPO)
- Digital Opportunity Channel, Success stories (http://www.digitalopportunity.org/features/success_stories/archive/front.shtml)
- Office of the e-Envoy, UK; International Benchmarking (http://www.eenvoy.gov.uk/Resources/ITReportsArticle)
- Bertelsmann Foundation, Balance e-government scorecard, selected best practices in the world (http://www.begix.de/en/index.html)
- Eagleton Institute of Politics, Rutgers University (http://www.rci.rutgers.edu/~eagleton/e-)
- Public Sphere Information Group, The Municipality e-Government Assessment Project (MeGAP) (http://www.psigroup.biz/megap/index.php)

21 Source: The e-Governance Institute, (http://newark.rutgers.edu/~egovinst/Website/institutepg.htm)

- Orange County and Gartner Consulting, Best Practices in County e-government (http://www.cira.state.tx.us/Docs/docs/bestpractices.pdf)
- United Nations Online Network in Public Administration & Finance (http://www.unpan.org/index.asp)

9. Best practices G2B services in Europe and internationally

After having analyzed the criteria based on which the best practices were chosen, the report sheets for each of the thirty nine (39) best practices that were traced and recorded are presented below.

R/N	Title		
1	Interoperability Platform for the Integral and Multi-Channel Citizen Service System of the Regional Government of Valencia (SIMAC)		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Spain	Regional Government of Valencia	Regional Government of Valencia	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional	Citizens/Business/Government

Case description (Abstract)

The legal framework in Spain previews the distribution of most competences among the national, the regional, and the local administrative levels. Whereas some of them are exclusive for the national level such as foreign affairs and defence, many others are decentralized and correspond to regional or local governments. In this context, the Regional Government of Valencia is competent to provide important public services such as health, education and justice services. Nevertheless the Spanish law stipulates that Local Governments are responsible for the keeping and maintenance of key personal data such as the updated address. This implies that, if a regional administration needs to get or check the validity of the name and address of a citizen in order to provide a concrete service, the data have to be retrieved from the local administration

This distribution of responsibilities enforces the adoption of interoperability (IOP) solutions between administrations. In this case study, the main problem to overcome was the elimination of the need for citizens to submit a census certificate to apply for a regional service, in concrete to request a Health ID Card. The rationale to select this service was that it has an outreach of 100% of the Valencian population, and consequently the automated validation of the citizen personal data would have a great impact.

To address the problem of IOP, the Regional Government of Valencia is setting up and testing a clearinghouse infrastructure, an IOP platform, to guarantee the seamless exchange of information both between different departments of the Regional Government, and between the Regional Government and other public organisations that operate in the Region (State and Local Governments, business associations etc.). This IOP solution is an action included in a framework program devoted to develop an Integral and Multi-Channel Citizen Service System (Sistema Integral de Atención Multicanal al Ciudadano, SIMAC).

The IOP platform offers different levels of integration services depending on their complexity (data, application and business process integration services, and composite and support services). To this purpose, the IOP platform is composed of a set of functional modules to route the service request, adapt the data format between organisations, and guarantee the security and integrity of the exchanged data.

The main resources enabling the seamless and secure exchange of data between the organisations connected to the IOP platform are the corporate network and the Public Key Infrastructure of the Regional Government, as well as the IOP platform technologies themselves. These resources are complemented by a legal framework to guarantee the privacy of personal data. Actually a legal agreement between the Regional Government and the Local Government of Valencia is going to be signed to this purpose. Besides this, a general legal framework is going to be released in order to validate the transactions through the IOP platform.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact

More analytically: The main objective of the SIMAC IOP platform is to achieve organisational, semantic and technical (including syntactic) interoperability between those public entities that provide services to citizens and businesses in the Region of Valencia. This category includes the departments of the Regional Government, the Local Councils, the State Government, the Provincial Councils, the professional organisations, the commerce and enterprise organisations etc. As an indirect objective, the use of the IOP platform by the different organisations leads to back-office re-organisations and IT system developments that contribute to improve public services.

The IOP solution adopted by the Regional Government of Valencia has also to meet the two types of IOP requirements namely, the vertical integration between different stages of a supply chain and the horizontal integration between different services referring to the same applicant and resorting to common data.

Finally as practical objective for this case study, the IOP platform has to link the Regional Health Agency with the Register Office of the Municipality of Valencia to eliminate the need to attach a census certificate to the application for the Health ID Card provision.

URL	http://www.avantic.es

Implementation date	Implementation cost
2006-05-01	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1963 http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1963#documents

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
2	AX- Swedish Board of Agriculture and Swedish Customs single window solution for eApplication for export refunds and eExport-declaration		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Sweden	Swedish Board of Agriculture and Swedish Customs	Swedish Board of Agriculture and Swedish Customs	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Central	Business/Government

Case description (Abstract)

Swedish Board of Agriculture and Swedish Customs have joint responsibilities to manage export-refunds in Sweden and hence share a process. Swedish Customs performs on assignment by the Board of Agriculture documentary- and physical checks on exports on foodstuff eligible to export-refund according to the Common Agriculture Policy. Since the implementation in 1995 (Swedish EU-accession), the process has been paper-based, meaning that customers were forced to submit information on three different occasions. Through AX information is submitted electronically and also at one occasion to both public services, creating a simpler process, higher quality and increased customer-service.
The primary stakeholders are Swedish companies dealing with foreign trade of foodstuff eligible to export-refunds. The necessary information is exchanged electronically between Swedish Customs and the Board of Agriculture further improving quality and decreasing lead-times. Simultaneously the public services can increase internal efficiency. The increase in quality generated by AX means that Sweden runs less risks of making mistakes when granting export-refunds and hence to steer clear of possible economic sanctions from the European Commission.

Attributes / Rationale for inclusion in BP

In summary: Sustainability, Innovation, Benefit/Impact
More analytically: This IOP facilitates the heavy administration surrounding applications for export-refunds. Through AX public services in co-operation with the customers have created an innovative eService generating a fully automated treatment of the complex legal framework applicable to export-refunds. AX means that the previously five documents have been replaced with one eDeclaration and also improved and secured improvement in quality between customer and public service. This means that supporting documents, for instance invoices, no longer have to be presented with applying for export-refunds electronically due to the factual increase in security and quality. These requirements have been adjusted in order to be able to offer customers an electronic, seamless process. AX is one of the most modern eServices in Europe for electronic export-refunds.

URL	http://www2.tullverket.se/tid_demo/asp/tvSMS_Login1.asp

Implementation date	Implementation cost
2005-01-01	Not available

Contact details

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Phone	**Fax**	
+46.8.4050.140	+46.8.4050.523	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1960#links http://www.tullverket.se http://www.sjv.se

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
3	Social Insurance Code of Reimbursement		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Austria	Association of Austrian Social Insurance Institutions	Association of Austrian Social Insurance Institutions	
Domain	Theme	Types of integration	Users
eGovernment	Services	Central	Business/Government

Case description (Abstract)

The Main Association of Austrian Social Insurance Institutions is the umbrella organization for all Austrian social insurance institutions. Among other things, it is responsible for publishing the so-called "Code of Reimbursement", a list of all medicinal products which have a marketing authorization in Austria or the EU, a guaranteed supply and which are reimbursable. In order to keep this list up to date as regards scientific findings and practical experience, there must be a permanent exchange of information between senior clerks and specialized departments of the Main Association, consultants and representatives of the pharmaceutical industry and members of an independent Drug Evaluation Committee. New legal provisions introduced in 2004 made it necessary to amend procedures and communication processes for drawing up and monitoring the list. Communication which had previously been mainly analogue was to take place as of day X solely via the Web portal of the Austrian Social Insurance (www.sozialversicherung.at). This means that internal and external cooperative procedures had to be realigned. The Main Association saw itself faced with challenges of the technical, communicative, strategic, organizational and social kind. It reacted unilaterally by setting up a team of experts from various disciplines to establish an electronic workflow system. The team had to work under immense time pressure and on the basis of legal texts which had still not been clearly formulated.
The integration of the interests of very heterogeneous partners and requirements and diverse technical systems for the purpose of an optimal interface management was an immense challenge facing both the workflow modelling experts and the communication experts as well as the scientific experts of the Main Association. However, this challenge was met by means of a proactive cooperation with all partners, accompanying informative communication work and extremely transparent measures. All these measures led to success which has been achieved in just one year.
All new procedures for adding medicinal products to or amending data in the Code of Reimbursement have been fully digital since September 2005. Members of the Drug Evaluation Committee have also had electronic access to the records since January 2006. By end 2006, the experts have succeeded in evaluating and further optimising all business processes as regards workflow, interfaces and communication channels.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact
More analytically: The new forms of communication between the Main Association of the Austrian Social Insurance Institutions and their partners have not only simplified previous workflows but also improved the cooperation between the partners. Today, processes are more efficient, more transparent and less problematic than in the pre-digital past. The intensive cooperation when modelling the individual process steps has led to optimised results. The digital workflow for the Code of Reimbursement enjoys a high degree of acceptance and trust both as far as the technology and the process steps as such are concerned.
Moreover, the digital workflow has a positive influence on the fundamental way the pharmaceutical companies work. Data uploading, the uploading of electronic documents and the application of legally valid signatures mean that new organisational structures have to be set up. This results in tighter, quicker workflows. The organisational structures within the Main Association have also been adjusted to the digital models. Various work processes such as the receipt of documents, passing them on and processing them further, and the release of communicative measures are all possible today in optimised form.
The efforts on the part of Social Insurance to solve the specific challenges of this project in an exemplary manner for all concerned and the orientation to classic B2B applications has led to a greater acceptance and implementation of new forms of technology in Austria - also beyond the social insurance sector. The project can by all means be described as being a key project as it shows the way from e-information to e-government. As pioneer, the project has indeed done quite a bit of educational work for further e-government activities and digital business models in Austria.

URL	www.sozialversicherung.at

Implementation date	Implementation cost
2005-09-01	Not available

Contact details

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Bauer Gerd	Not available	Hauptverband der Oesterreichischen Sozialversicherungstraeger Kundmanngasse 21 A-1031 Vienna Austria
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+43.699.12159154	Not available	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1959

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
4	Individual Entrepreneur Certificate System		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Hungary	Ministry of Justice and Law Enforcement	Ministry of Justice and Law Enforcement	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Local/Regional/Central	Business/Government

Case description (Abstract)

EVIG (Individual Entrepreneur Registry) system was developed by the Hungarian system developer company IDOM 2000 Ltd. and is owned by the Ministry of Justice and Law Enforcement and manages the register of the Hungarian individual entrepreneurs.
To fulfill its purpose and to simplify the administration required by the laws the register has external connections to other public sector registries and has a user interface on the Hungarian Governmental Portal (Portal). The first registries that the system communicated with were the system of the Hungarian Tax Office (TO) and the system of the Hungarian Office of Statistics (HOoS). At beginning, the connections between the systems and EVIG were not based on any standard data content.
Because of the growing number of other systems that needed connections with EVIG, the system owner decided to build a standard XML schema based communication protocol and build a system interface. The interface is available to all organizations that want to obtain and to provide online information for EVIG.
The standard system interface was designed and developed to fulfill all the interoperability related criterions, which were defined in the IFHeA (Interoperability Framework of the Hungarian e-Administration) catalogue that contains communication standards and methodologies. The IFHeA established unified requirements and a development methodology to build connections between IT systems and databases of the administration so that they can cooperate in an e-Administration environment. The IFHeA project also defined some elements of the standards catalogue and dealt with some aspects of the methodology of developing interoperability connections. With regard to these three registries, the project studied nine procedures and defined 16 event handling standard elements.

Attributes / Rationale for inclusion in BP

In summary: Sustainability, Innovation, Benefit/Impact
More analytically: The learning points are indicated by the innovative issues of the case:
With EVIG information on entrepreneurs basically for many public services has been made available to offices dealing with these public services. To do so, a standard XML schema based communication protocol has been built as well as a system interface on EVIG providing data integration into other registers.
Transferability limits of the case:
The transferability can be seen as high as the idea of developing a XML based communication protocol can be transferred also to other registers. The same applies to the development of the system interface on EVIG.

URL	http://www.magyarorszag.hu/ugyintezo/ugyleirasok/vallalk/egyvall

Implementation date	Implementation cost
2000-11-01	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1955

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
5	Controls on Import and Export of Agricultural Goods		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Netherlands	Dutch Customs Authority	Dutch Customs Authority	
Domain	Theme	Administrative level	Users
eGovernment	Services	Central	Business/Government

Case description (Abstract)

The Dutch Government has set itself some ambitious goals. Provision of electronic services to the public and businesses is to be greatly improved through the "Different Government" programme, while the administrative burden on businesses is to be greatly reduced.
CLIENT is a policy programme in which the ambitions of "different" government are actually realised.
Thanks to the approach adopted, CLIENT makes a clear contribution to reducing the administrative burden. It is the combination of a community and a redesign of the enforcement and monitoring process for products of animal and vegetable origin which in their entirety provide for a reduction in the administrative burden. The harmonisation of data with the Customs authorities and electronic data communication mean that inspections by government agencies can be better prepared, and so cause fewer delays. This reduces the overall throughput time of the goods, which is the most important consideration for businesses.
CLIENT is also an example of cooperation which relates not only to the harmonisation of data and message standards and mutual collaboration with the inspecting bodies, but also of cooperation in the chain with the business community itself. Facilitating operations in the logistical process, by making multiple use of data received via the Internet, contributes to the smooth-running of commercial transactions.
To summarise: an infrastructure of cooperation has grown up between the government agencies themselves, and between government and business, which can deliver even greater improvement in the future.

Attributes / Rationale for inclusion in BP

In summary: Sustainability, Innovation, Benefit/Impact
More analytically: What has been achieved:
· Government services have harmonised their reporting and inspections.
· The harmonisation was carried out with the active involvement of the industry, so that the new working methods are specifically designed to reduce the administrative burden and logistical nuisance to businesses.
· Customs, the PD and the VWA-RVV now have common ICT architecture to receive electronic declarations and to exchange progress reports with each other and the industry. This includes the Government Transaction Gateway, part of the government-wide infrastructure of the ICT and Administrative Burden Programme (ICTAL) of the Ministry of Economic Affairs (EZ).
· A trial on electronic exchange of international veterinary documents was successful.

URL	http://www.ictal.nl

Implementation date	Implementation cost
2003-04-01	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1717

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
6	GPZ: Globaal Premie Zoeksysteem/ Comprehensive Premium Searchsystem		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Belgium	Administration of Regional Planning, Housing and Monuments	Administration of Regional Planning, Housing and Monuments	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

Front-end wise, this webapplication tells a citizen after filling in automatically generated question-lists which local, provincial, regional and federal (and in the future perhaps European) support measurements he is entitled to (with his income and family composition). In contrast to a normal product catalogue, the user does not have to read through the description of the support measure conditions to decide whether the support measurement is relevant to him. The system tells the citizen to which support measures he is or isn't entitled to and why (or why not).
Back-end wise, the webapplication allows housing actors and government institutions to add their support measures with the relevant conditions (in the form of decision trees). The advantage for them is that the different institutions only have to be concerned with the correctness of the information of their own support measures. (In the past a civil servant in every institution had to follow up the support measures of all the others in order to be able to guide their citizens or clients. That work -taking into account that there are hundreds of housing actors in Flanders alone- belongs to the past now.) Another advantage is that every housing actor can incorporate the application in its own website so that they can freely offer this functionality to their own clients.

Attributes / Rationale for inclusion in BP

In summary: Sustainability, Innovation, Take-up, Benefit/Impact
More analytically: General objectives were:
1) Building a front-office web application that gives citizens and intermediaries after answering automatically generated question lists, an overview of all the support measures they (or the person they are helping) are entitled to, where they can find more information on every relevant support measure and where they can apply for it. The front-office web application can be found at:
http://www.bouwenenwonen.be/premiezoeker/
2) Building a back-office web application that allows institutions to add their support measures with the relevant parameters and support-measure condition-decision trees (for determining whether a support measure is relevant for a particular user).
3) Offering a service that allows the partners in the GPZ-project (the institutions that use the GPZ back-office web application) to incorporate the functionality of the front-office application into their own website. In practice, this means that the partners upload the stylesheet of their institution into the GPZ back-office application. On the website of the partner a html questionnaire is put. When GPZ receives a request from one of the partner-websites, it will generate the subsequent screens in the look and feel of the partner so that the users do not notice that they have left the partner's website.

URL	http://The front-office

Implementation date	Implementation cost
2005-05-13	Not available

Contact details

Name	E-mail	Address
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+(32)-(2)-(553)-(0213)	+(32)-(2)-(553)-(8305)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1699 http://www.bouwenenwonen.be

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
7	e-file including e-signature - Land Acquisition by Foreigners		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Austria	Chambers of Labor, Commerce, and Agriculture	Provincial Police and Military Command	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eID/ electronic documents/Services	Local	Citizens/Business/Government

Case description (Abstract)

The objective of the project was to provide customers in the proceeding of obtaining permission for land acquisition in Vienna with the possibility to handle all stages of the procedure online. Therefore a new software had to be developed and implemented. On May 10th 2005 the first permission to a costumer was granted. This included the first valid e-signature (Amtssignatur, §20 E-Government act) in Austria put on an e-document. Additional measurements were taken to provide secure e-payment (Bezahlservice) as well. As a result applications are now processed in approximately one week instead of 6 to 9 months before.

Attributes / Rationale for inclusion in BP

In summary: Sustainability, Innovation, Take-up, Benefit/Impact
More analytically: The first time a valid e-Signature in Austria has been processed. The whole service is comfortably provided as one-stop-shop for customers which is particular important as this is a service specifically for foreigners living abroad. Generally they can't haunt local offices and this application greatly improves the application. Moreover, the service can be handled fully electronically by the responsible bodies in parallel way (formerly sequential organised). The whole digitisation has led to high time savings for the provision. However, these savings are mainly based on simple digitisations of workflows. Transferability limits of the case: Due to adherence to Austrian standards particularly regarding the e-Signature and the common payment platform, case seems to be highly transferable within Austria but due to Austrian specific regulations hardly to other countries. However the basic idea to transform a longlasting sequential organised service to a pooled one which can be handled rather in parallel by the involved organisations could be also a good idea for similar organised services independent of the country or branch.

URL	http://www.wien.gv.at/amtshelfer/personenwesen/einwanderung/auslaendergrunderwerb.html

Implementation date	Implementation cost
2005-05-01	Not available

Contact details

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+43.1.4000.35011	+43.1.4000.9935010	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1951

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
8	The Finnish Address System		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Finland	Finnish Post	Finnish Post	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

In everyday life we use addresses in different ways. It is a natural thing. We use names and addresses (postal address) to send a letter or a message to someone, and in the transport and rescue sector to find the right place (location). In Finland addresses are used more than 25 millions times every day. So one can understand that if public authorities (as well as any other user) do not have the right addresses or if the address is missing, the consequence will be ineffectiveness of different delivery systems. In modern society we have also new types of addresses and new ways of using them. We have special addresses, telefax numbers, e-mails, place names, etc. and we use addresses to identify persons or to differentiate between persons with the same name and so on. We can summarise this by saying that we use addresses in different ways in everyday life and that this use is growing and becoming more versatile. So the challenge is whether we can collect and update addresses in a systematic way and to use them in an effective way.

Collecting addresses is a local process – a long story: In Finland the municipalities have always been responsible for the address system of the municipality. The first instructions how to give names and streets numbers are from the middle of the nineteenth century for the former capital Turku. Nowadays these municipality address systems are the base for all national address databases in Finland. The Population Register Centre (PRC) maintains these databases in its Population Information System. As the municipalities update the central register at the PRC with the uniform address code, no format conversions between local and central systems concerning e.g. different address syntax have to take place.

Valid and reliable data: The PRC together with the Police Organisation is responsible of the electronic identification both for citizens and civil servants. I.e. the Finnish EID-card is based on the Population Register System and relies on the validity and reliability of the stored data; person name, personal identification number and place of residence, address.

Implementation of the address code system started 1969:

The population registration system was founded 1969. From the very beginning registered in the database has been the permanent place of residence of a person containing the following data: street address with house number and an address code for every dwelling. A unique address system for the whole country is today the base for many administrations and e-service processes. For instance the notifications of moves (changes of a persons permanent address) through Internet are nearly 30% of all notifications, 30% by phone and a little bit more than 40% are made by paper forms. Links to several databases like from the Finnish Post, National Land Survey and other state registers are already implemented and will be further integrated in the unique address system. This allows for qualitative address data also in terms of side residences, integration with topographic data, information on roads, and others. The address system in Finland is a good example of co-operation between the local and central organisations. The development process is still going on and there are still a lot of common challenges. In terms of interoperability this means that person data and their residence data available de-centrally (as the data are maintained by the municipalities) had to be provided in a commonly used address database on a central level. This in order to raise the effectiveness and efficiency in the high volume processes of using citizens' and businesses' address data in particular by public authorities for sending or exchanging messages of any purpose. In addition, these address data had to be amended and improved by further data coming from other administrations. As these databases and the address data are still held and maintained de-centrally in parallel to the national address database the organisational model in accordance to the IOP-Study methodology is centralisation of data-set components (clearing). The high quality of the data in the Population Information System with its various databases integrated and the integration with other public services, in particular the identification and authentication functions for eIDs is a major achievement of the Finnish solution.

Attributes / Rationale for inclusion in BP

In summary: Take-up, Benefit/Impact

More analytically: The implementation of an address system is a municipal task. The specific objective is that every residential building, every building with some activity and every summer cottage have an unambiguous street address and a name and a code for the post office. In addition, every residence in a house with several residences shall have an unambiguous identification, "number of the residence" or "dwelling number". The address shall be connected with the co-ordinates of the building (the centre point of the building). The co-ordinates (location) make it possible to put all addresses on maps and all other data connected with the address can be used in different GIS –applications.

URL	http://www.vrk.fi

Implementation date	Implementation cost
2001-01-01	Not available

Contact details

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+358.9.2291.6700	+358.9.2291.6516	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1949

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
9	ICAR - a System for e-Enabled cooperation among Regional, Local, and National Administrations in Italy		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Italy	Regional, Local, and National Administrations in Italy	Regional, Local, and National Administrations in Italy	
Domain	Theme	Administrative level	Users
eGovernment	Services	Regional/Central	Citizens/Business/Government

Case description (Abstract)

ICAR (Interoperabilità e Cooperazione Applicativa tra le Regioni e le Province Autonome) is setting up and testing the shared technical infrastructure for applications cooperation among Italian regional authorities, following the national standards defined for development of the so-called Sistema Pubblico di Connettività e Cooperazione, SPC (Public Connectivity and Cooperation System).
The SPC model is that of a "light SOA" based on three pillars:
- formalisation of service agreements, which makes it possible to define not only interfaces, but also behaviours, service level agreements (SLAs), security requirements and linkages with domain ontologies;
- definition of a federated identity and access management system;
- definition of metadata (the object of cooperation), semantics and domain ontologies.

The ICAR project (25 M€ budget) is co-funded with 9.5 M€ by Centro Nazionale per l'Informatica nella Pubblica Amministrazione, Cnipa (National Centre for IT in Public Administration), within line 1 of the second phase of the Italian e-government plan for regional and local authorities. ICAR's participants are 16 Italian regions (out of 19 altogether) and the autonomous province of Trento; the remaining regions and the autonomous province of Bolzano are constantly informed about the project's developments and are expected to re-use its results.
ICAR aims to overcome the current situation where administrations manage and exchange among them digital information organised and formatted in many different ways, leading to slow information transfer and huge needs for data control and corrections, hence additional costs for the public administration and (unnecessary) requests to citizens and companies to provide their data again and again to public offices. ICAR's specific objectives are aimed to achieve through ten different sub-projects; three infrastructural projects and seven business application projects.
The infrastructural projects address
- the physical and logical infrastructure for IOP at interregional level,
- the management of SLAs; and
- the implementation of an interregional federated authentication system.

The business application projects aim to test the quality of the IOP services within specific domains where cooperation among regional authorities is crucial: compensations in health services, civil registration services, job and employment services, regional car taxation and others.

Attributes / Rationale for inclusion in BP

In summary: Take-up, Benefit/Impact
More analytically: ICAR's impact is not easy to measure, as it will materialise differently in each Region, depending also on the business domain. However, short term and long term effects can be envisaged. Short term effects have already emerged from the effort put by regional authorities into standardising and optimising the information systems and flows addressed by ICAR. This effort has also involved central government in terms of analysis and possibly revision of existing laws and regulations in order to make the above changes possible (this has happened, for instance, with the Ministry of the Interior which rules over the civil registration service, managed at operational level by each Municipality).
In the longer term, ICAR will benefit the millions of citizens and companies of the regions involved, along with over 10,000 public administration offices, thanks to the increased speed of data exchange and processing, hence reduction of waiting time, and to the improved "quality" of the data exchanged, with the reduction of a number of current shortcomings (e.g. disputes on inter-regional compensations for health services).

URL	http://www.cnipa.gov.it

Implementation date	Implementation cost
2005-02-28	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1937 www.crcitalia.it

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
10	The Danish OIO-XML Project		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Denmark	Danish Ministry of Science, Technology and Innovation	Danish Ministry of Science, Technology and Innovation	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

Denmark has adopted XML as a key to the information architecture in support of E-Government. The philosophy of the Danish E-Government strategy is based on government wide co-operation and reuse - and cooperation with both the private sector and with a wider international community. Furthermore, OIO (Open public Information Online) has been established as a 'brand' for the Danish E-government initiatives, which are based on creating a national standardization approach to IT-architecture and information exchange, which focuses on creating results within the public sector of value to the citizens and private businesses. OIO-XML denotes the Danish use of XML with OIO, which has been standardized to ensure smooth information exchange across the public authorities and towards citizens and private businesses.

The Danish OIO-XML project focuses on the coordination and support of the development and standardization of OIO-XML interfaces and vocabularies. A national OIO Data standardization Committee is responsible for ensuring coherence and momentum in the standardization of XML-based interfaces and vocabularies. This committee foresees the development of the XML standards in the Danish public sector. The underlying vision is that the public sector must act as one enterprise with coordinated service development and re-use. The benefit is that, ultimately, citizens and companies will not have to supply the public sector with the same information twice. Furthermore, data is only collected once and maintained wherever it is done effectively. It must be easy to identify what kind of standardized data is available and its relevance for a given usage, and the conditions for using them. Finally, it is a principle that data required for good administration practices should be available on all levels on conditions that do no prohibit intensive usage. The Danish Ministry of Science, Technology and Innovation published in 2003 a so-called 'White Book' on Enterprise Architecture which as a general principle, recommends a service oriented architecture model in which IT solutions are designed in a modular fashion, are divided into services with well-defined mutual interfaces and, as far as possible, interfaces to existing public sector IT systems.

To summarize with regard to the methodology of the Interoperability Study, IOP between public authorities and private businesses in same sector for sector-specific data regardless of services provided or geographical locations had to be achieved. This is also valid for communication with businesses. In addition IOP had also to be achieved between public authorities in all sectors for core (reference) data regardless of services provided or geographical locations. To meet these requirements, the OIOXML project was introduced as organizational model aiming at standardizing data, data fields and exchange formats to be used by the public authorities for carry out their public services.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact

More analytically: The XML project in Denmark was initiated in 2001 in order to start a focused effort to create a common framework with a fully digitized public administration as the goal in the not too distant future. XML was clearly seen as the enabling technology to bring this goal around and has been a major driving factor ever since. This entire work also goes under the brand OIO-XML where OIO stands for Open Information Online. The vision for the XML project is, through a service-oriented architecture (SOA), to bring about a set of loosely coupled services used for exchanging all necessary information between authorities themselves, and also between authorities and citizens and private companies. Services, or more precisely their interfaces, are based on data standards that explicitly define what kind of messages is allowed in a service based on their type and structure. In OIO-XML the data standards are expressed using XML Schemas and services are implemented as web services, all technologies defined by the W3C organization.

With data standards it is aimed to provide compatibility to result in interoperability. The data standards in the form of XML schemas (also denoted OIO-XML schemas) must be created and agreed upon on a national scale. To have easy and cheap access to these standards the InfoStructureBase has been made accessible via Internet and contain information of how one can get and deliver data in public databases.

URL	http://isb.oio.dk/info

Implementation date	Implementation cost
2003-07-01	Not available

Contact details

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(+45)-(3337)-9239	(+45)-(3337)-9299	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1936

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
11	e-Bourgogne - Regional Shared eGovernment		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
France	Direction Générale de la Modernisation de l'Etat (DGME-ADAE: Ministry of Finances)	Direction Générale de la Modernisation de l'Etat (DGME-ADAE: Ministry of Finances)	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eProcurement	Local/Regional/Central	Business/Government

Case description (Abstract)

The regional council of Bourgogne (Burgundy - France) is currently leading a pilot eGovernment project, supported by the French government and part of the national Strategic plan ADELE. e-Bourgogne was developed in the "Adèle e-colloc" framework of Information society projects managed by the Direction Générale de la Modernisation de l'Etat (DGME-ADAE : Ministry of Finances).
A platform called "e-Bourgogne" (http://www.e-bourgogne.fr) developed since 2003, was launched as an operational service in January 2005, with two objectives:
- bringing together all public entities of Burgundy for their purchases
- giving companies, especially small ones, a single entry to all tenders.

In order to define a more concrete regional platform aligned with the real Burgundy user's needs and European comparisons, the e-Bourgogne project team has launched two key tasks: a benchmarking among similar regions or services and a survey on a representative sample of all regional public entities (more than 2000), Local Authorities (LA's) and Local Legal Entities (LLE's) such as schools, Hospitals, Chambers of Commerce, Social organisation. Focussing on various criteria, these benchmark and survey will be used for e-Bourgogne in order react to citizen, LA's and LLE's expectations and needs and to think about other ways to develop the portal and to build strategic orientations. Within e-Bourgogne the PROCURE project has been launched with the regions of Brittany (France), Catalonia (Spain), Uddevalla municipality (Sweden), Central Bohemia (Czech Republic) and Guadeloupe (France overseas Region). PROCURE is an online platform providing a complete access to all regional public tenders to legal and private entities. The service is targeting specifically small and medium enterprises with enabling tools that simplify and reduce the cost of submitting and improve significantly the quality of procurement processes for public entities and private companies. The Burgundy region is running this platform since December 2004 with a very high satisfaction both in terms of adoption by users and of solution. By May 2006, the existing service is used by 6,000 companies, among which a large majority of SME's, to identify tenders, promote their offers and submit electronic tenders to 1,309 local legal entities (mainly local authorities). Since the beginning of 2005, 7,500 tenders were published on the e-Bourgogne platform and led to 63,000 downloads of RFP (Request for Proposals) documents. Target is to bring together more than 2,000 public entities in sharing a common platform to run the eProcurement processes and other eGovernment services. I.e. the specific interoperability requirement from an organisational point of view has been to convince these about 2,000 authorities to join e-Bourgogne with its first transactional service, the tendering platform. From the technical viewpoint, interoperability between the different stages of a procure procedure, also covering the complex organisation of this inter-local service provision, as well as between different services, provided by the platform, had to be achieved

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact
More analytically: The team of e-Bourgogne is currently trying to achieve the following goals:
- To go on developing the portal by offering new services, especially to small public entities and citizens;
- To consider the foundation of a new financial organisation so as to guarantee stable financial resources and to give assurance that the project will continue in the middle and long terms;
- To strengthen the pilot position of Burgundy in eGovernment amongst French regions.
- To establish operational partnerships with other European regions.

URL	https://www.e-bourgogne.fr/

Implementation date	Implementation cost
2005-01-01	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1925

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework
2005	First price of best open source application among French Regions and local authorities.	

R/N	Title		
12	Standardised e-Form exchange via EDIAKT II in Austria		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Austria	Austrian Central and Regional Government Authorities	Austrian Central and Regional Government Authorities	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eID/ electronic documents/Knowledge management	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

In order to be able to spread the "communication without a media-break" to all administrative units in Austria, the structure of an electronic file called "EDIAKT II", has been developed and its first version released in June 2005. This standard for electronic file exchange will be usable on all governmental levels (local, regional, national) as well as on the customer side (business and citizen)and will regularly be refined. In order to display the EDIAKT II messages to users in a structured and comfortable way and to check signatures, a specific "Viewer" in Java on open source basis is currently under development. Besides, also under development is a specific "Creator" for EDIAKT II messages for local and regional authorities (also in Java on open source basis) which enables especially small municipalities to take part in EDIAKT II without needing to have an expensive workflow-tool.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact
More analytically: The main objective of the project was the introduction of a standardised format for the exchange of electronic files and documents in order to replace paper-based filing and archiving across all public authorities in Austria. An electronic file is created for every written request requiring an answer and every internal work of possible further interest. I.e. the customers of public services are also targeted by the introduction of the new system. In this way, every procedure can be audited anytime by viewing the file.

URL	http://reference.e-government.gv.at/EDIAKT_II.599.0.html

Implementation date	Implementation cost
2007-07-01	Not available

Contact details

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+43.1.53115.2570	+43.1.53109.2745	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1921

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
13	HamburgGateway - The digital gate to the city		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Germany	Ministry of Finance	Ministry of Finance	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional	Citizens/Business/Government

Case description (Abstract)

As city and state, Hamburg requires a wide range of services for different customers, i.e. citizens, business and administration, and its employees. For most administrative tasks, existing IT-applications are already in place. However, Hamburgs' goal was to offer services online to its customers while using the existing legacy applications. With HamburgGateway we have created an infrastructure that is the access point for all customers to all online services of the city and state of Hamburg. With its strong two-level authentication it ensures privacy and security for the customer and at the same time offers the security required for the application and the network of the Hamburg Government. As there is only one access point for the customer, the specific section of the administration or related institution offering the service need not be visible. More over, all sites have the same design and user interface. Due to the achievements in terms of eGovernment interoperability, the project has been evaluated in this regard by the MODINIS Interoperability Study consortium on behalf of the European Commission and a good practice case study in interoperability has been created which is attached to this entry.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact
More analytically: The HamburgGateway is the single key infrastructure for all departments of the city and state of Hamburg to make existing and new government services available to the Internet. It offers the following key features, amongst others:
- Authentication of a customer
- Reliable online processing of payment
- Secure processing of transactions
- Secure availability of responses
- Possibility for further use of existing legacy applications
- Security of applications and the data network

URL	http://www.service.hamburg.de

Implementation date	Implementation cost
2003-08-04	Not available

Contact details

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+(49)-(40)-(42823)-(1725)	+(49)-(40)-(427923)-(172)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1698 www.fhh.hamburg.de/stadt/

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
14	Civil Registration in Austria		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Austria	Central Register of Residence (CRR), Austrian Federal Ministry of the Interior (BMI)	BEKO, IBM	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

The mission of this organisational unit is to support the residents' registration system in an optimal way to make residence data accessible to the citizens, the economy and administration to the extent admissible under the law and to provide a basis for E-Government. Thanks to this organisational structure, services and products can be provided speedily and in a user-oriented way on the basis of the legislation in force. With the Central Register of Residence (abbreviated: CRR), the Austrian Federal Ministry of the Interior (BMI) in cooperation with BEKO and IBM succeeded in coming up with a Europe-wide leading E-Government solution (Germany, France, Great Britain, Italy, the Netherlands, Portugal, Spain and Greece do not have CRRs, similar registers are available only in Denmark, Finland and Sweden). After only nine months, the project kick-off had been on 28 August 2000, the CRR was given an online trial run in all 2359 communities on 17 May 2001. Real operations for all authorities and other parties authorised to conduct searches were started on 1 March 2002 by virtue of a Ministerial Ordinance. Since this date, searches can be conducted in the CRR by ministries, notaries, public, lawyers and enterprises such as banks and insurance companies (so-called business partners). According to the latest population census, Austria had 8,065,166 inhabitants on 1 May 2001 (830,000 persons having a second residence). Since then, annually about 2,500,000 updates have been performed online. From the same date onwards, all 2359 communities of Austria have been recording the residence data of the persons living in Austria in the Central Register of Residence (CRR) online via the Internet. The data are stored in the CRR accessible through the BMI gateway. This makes it possible to obtain a complete list of all residences of a person in Austria by one mouse click.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact. More analytically: The main objectives in the development in the civil registry domain were
a) the connection of the municipal's registration offices with more than 40 different legacy systems used,
b) the connection of different registers like the registry with personal data, with residence data, with building and apartment data (for two-way updating),
c) the allocation of the encrypted identity code out of the CRR for the identification of users in online processes in the area specific domain,
d) to take care of privacy interests of the registered Austrians,
e) providing access for different user groups incl. power-users with additional payment solutions,
f) providing a fast and easy-to-use service for obtaining a certificate of residence,
g) management of the influence of several different stakeholders. Stakeholders in this service are: Citizens, Federal Ministries, Communities, Civil registry offices, Citizenship-evidence, Public authorities, Embassies, Notaries, Companies.

URL	http://zmr.bmi.gv.at

Implementation date	Implementation cost
2001-05-17	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1910

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
15	Civil Registration in German Regions		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Germany	German Ministry of Internal Affairs	German Ministry of Internal Affairs	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

The Civil Registration in German Regions based on a multi-lateral communication structure is currently in its implementation phase. Basis is the Specification of the XMeld standard. XMeld aims at implementing vendor and product independent solutions in order to execute the amended German law providing guidelines for the civil registration (MRRG: Melderechtsrahmengesetz). Various regions are already using XMeld for their internal and/or cross-regional business processes. Lower-Saxony is one of the most experienced regions concerning the internal use of XMeld enabling multi-lateral data exchange and integration among the concerned registration offices. The basic principle of the XMeld-project is the bi-lateral exchange of registry data between citizens and the public administration and among public administrations via the OSCI-Transport protocol. To exchange digitally signed messages in accordance with the German Signature Act, this protocol has to be endued with cryptographic mechanisms. In addition the messages have to be structured so that subsequent processing of the messages is possible without any cross-media conversion. This is enabled by OSCI-XMeld standard, which is the basis for the integration of registry data in different systems.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact
More analytically: The XMeld project framework aims at the formulation of basic principles in order to provide standards for the communication between citizen and public administration as well as among public administrations in a long-term and stable manner.The fundamental objectives in relation to this are: Creating proceedings and implementing standards has to be carried out independent of vendors and products. To enable secure and correct data exchange via internet in the civil registration area that maintains the core data of every local authoritiy. To define a transport standard for messages that can also be used by other authorities and services independent of the involvement of civil registration data (OSCI-transport). To define a content-related data standard that is open for extensions (OSCI-XMeld), e.g. for the inclusion of further features that could be necessary or beneficial in the future, like identification features for taxation. To create an exemplary model for the definition of standards and its implementation as well as the overall proceeding, that can be used by other authorities that are concerned with XML-Schemes standardisation between their administration and customers. These are procedures with professional standards based on XML (XÖV: procedures and methods based on XML in the various departments of the public administration).

URL	http://www.osci.de

Implementation date	Implementation cost
2004-07-01	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1911

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
16	Public eProcurement in Norway		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Norway	Ministry of Modernisation	Ministry of Modernisation	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eProcurement	Local/Regional/Central	Business/Government

Case description (Abstract)

The Norwegian Government has established a fully operational tool for electronic public procurement. The electronic Marketplace ehandel.no is operated by a private e-procurement service provider, IBX AS. The main goals of the initiative have been to lower the threshold for taking e-procurement in use, both for public sector entities and their suppliers. The most important mean in order to achive this, has been the establishment of an operational electronic tool for public procurement - the Marketplace ehandel.no. As a total policy for a more modern and effective public sector this is a major step in the righ direction strongly supported politically by the Minister of Modernisation. Another major goal was cost reduction in the procurement area, both on prices from suppliers and on more effective procurement processes. The need for more knowledge and competence on new ICT-based procurement tools, was overwhelming, both in the private and the public sector

The Marketplace ehandel.no has been operational since June 2002 and is available for all public sector entities at local, regional and national level.

The Norwegian e-procurement initiative was approved by the Cabinet in 1999 and the Programme for Electronic Commerce in the Norwegian Public Sector was established for the period 1999 to 2003 and prolonged to the end of 2004. From 2005, the initiative is organised as an e-procurement Secretariat under the Ministry of Modernisation.

From 2002 to this date there are 32 public entities operational and actually using the tool for parts of their procurement acitivties. There are over 230 suppliers with electronic catalogs serving their customers thru the Marketplace ehandel.no. In 2005 both the number of buying and selling entities is increasing and so are the volumes in total. The 32 public entities represent apprx. 20% of the public procurement volume in Norway. The European Commission, Internal Market Directorate-General made a Impact Assessment on Action Plan on e-Public Procurement, Baseline Analysis published in December 2004 where an appendix was made on the situation for Iceland and Norway produced by Rambøll Management. The analysis shows that the initiatives in Norway is among the most successful in Europe and that the way we have focused on the value chain in procurement is the key to secure implementation of the most powerful e-procurement tools and the possibility to ensure cost cutting and more efficient processes.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact

More analytically: Through the marketplace the Ministry of Modernisation is ensuring the availability of a viable and predictable party for e-procurement to the buyers and sellers, and a practical tool for entities within the public sector to achieve a set of goals:

- Release critical personnel for primary tasks.
- Enhance their purchasing skills.
- Act as more demanding customers and achieve favourable conditions in the supplier market.
- Reduce obsolescence in procurement and inventory.
- Better control over own financial management.
- Reduced prices on purchased goods and services due to higher use of existing framework agreements.
- Reduced transaction costs by a complete or partial integration with internal systems in the procuring and selling organisation.
- Significantly increase the competence on e-procurement throughout the public sector.

URL	http://www.ehandel.no

Implementation date	Implementation cost
2002-06-01	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1894

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
17	Konekta Zaitez Ciudadan		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Spain	Department of Housing and Social affairs	Department of Housing and Social affairs	
Domain	Theme	Administrative level	Users
eGovernment	eInclusion	Regional	Citizens/Business/Government

Case description (Abstract)

KZC@ is a project framed in the "Plan de Euskadi en la Sociedad de la Información" (PESI) and included in the "Internet para todos" programme, whose aim is to make aware of and to promote the spread of the use of the Information and Communication Technologies in the Basque society.
The project consists of the creation of a public centre network linked up to the Internet through broadband spread around the whole Basque Country. Each of the centers has qualified staff able to attend the needs, problems and doubts originated from the use of the new technologies as well as from specific contents. The service is offered free for housewives, retired people, unemployed, and immigrants, to reduce in this way the digital split caused by the advance of the Information Society, which may end in a source of social division.

Attributes / Rationale for inclusion in BP

In summary: Take-up, Benefit/Impact
More analytically: The aim of the KZC@project is to eliminate the digital and consequently social split which could take place in the Basque Country, as a result of its advance towards the Information Society. Promoted by the Department of Housing and Social affairs, this double programme of trainning tries to approach the ICTs as integrator means (in access to information, language, culture, etc...) for groups with exclusion risk and for the immigrants.
It promotes the development of a culture of Internet between the citizenship, making special emphasis on the social sectors most away from the New Information Technologies.

URL	http://www.kzgunea.net

Implementation date	Implementation cost
2001-10-01	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1886

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
18	eAMA - agricultural eServices for farmers and businesses		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Austria	Ministry of Agriculture	Ministry of Agriculture	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

As both a paying agency and farmers' principal contact point in many administrative matters, Agrarmarkt Austria plays a leading role in the development of eGovernment in the agricultural sector. In 1999 Internet-based applications, with just 2000 users, were of only minor importance for AMA, yet only a few years later they had emerged as an unprecedented success story. Late 2002 saw the creation of eAMA, a user-friendly internet service portal that enables farmers, slaughter houses, dairies and cheese producers to discharge their administrative responsibilities quickly, easily and outside office hours. Today, over 47,500 users benefit from its many advantages. Using eAMA, farmers can register their cattle, call up details of their land parcels and carry out measurements on them, read administrative correspondence in electronic form, access information on their individual AMA accounts and on current milk quotas, and report direct sales of milk and milk products. Slaughter houses can file slaughter reports, and dairies and cheese producers their monthly reports. One of eAMA's main advantages is that input figures are checked against the cattle data base, so that faulty data can be corrected immediately, the result being an impressive reduction of the error rate. The key to success is provision of comprehensive, interactive Internet services and the opportunity for rapid discharge of administrative responsibilities. In Austria approximately 60% of farms have a PC, of which 80% have access to the Internet. In 1999 RinderNet (cattle registration) was launched. In order to expand this provision to other areas AMA has decided to create a service portal with Single-login.
To attract a maximum number of users to this new service, eAMA can be accessed via the Internet from any standard browser. In addition to RinderNet (cattle registration) the new eAMA portal also provides the following services
- electronic animal premium applications,
- land parcel data for individual farmers,
- Geographic Information System (GIS),
- information on milk quotas,
- monthly reports for diaries.

eAMA significantly reduces errors on applications and minimises the administrative workload for both the paying agency and the customer.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact
More analytically: eAMA is focussed on three objectives:
a) customer/ user friendliness (online applications, reports, print out of documents and confirmations, query facilities on the data of the individual farmer, payments, interfaces to other applications, colour coding of the screens, direct contact with agency departments)
b) security aspects (access via pin code, process locator for secure handling of applications, session protocols, secure transmission via SSL, safeguarding of webserver and databases through firewalls)
c) achievement of significant cost savings for both the customer and the paying agency
The requirements for the portal were established by the specialist departments of the paying agency and the in-house IT department was commissioned to create the application.

URL	http://www.eama.at

Implementation date	Implementation cost
2002-11-14	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1881

Awards

Year	Award	Agency
2006	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
19	IRIS: Promoting civic attitudes in Barcelona through a customer service request platform		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Spain	The City Council of Barcelona	The City Council of Barcelona	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional	Citizens/Business/Government

Case description (Abstract)

The IRIS project is an ambitious radical innovation of the 'claims and suggestions' public service concept needed to implement the so called 'Plan for Promoting Civic Attitudes' in the city of Barcelona. This political initiative was started by the City Council in 2003, to challenge citizens' responsiveness and involvement in civic issues as well as to secure the municipal operational alignment to this significant commitment.

It enables any citizen or business to formulate claims or suggestions related to any city life aspect or any municipal service, choosing among more than 20 available (all of them free of charge) access channels. The target is to double the number of civic citizen interactions by year 2007. The commitment is not just to solve any reported issue and to take into consideration all received suggestions, but TO ANSWER all of them, recognizing and reinforcing the accountability dimension of the local administration.

The IRIS project consists of a wide-scale customer service request (CSR) system implemented as en extension of the Barcelona's Contact Center to enhance the municipal capacity to overcome all existing restrictions to put an entirely different dynamic in place: public services to be driven not just by the municipal organization but by the whole citizen's involvement, so putting people at the heart of public services.

The City of Barcelona's target was to integrate the treatment of citizens' claims and suggestions as a mechanism to enhance civic attitudes by municipal responsiveness and commitment. Each citizen claim to be treated as a gift as an opportunity to improve quality of life and process efficiency to secure municipal accountability, making it possible for citizens to track the progress of their requests. In 2004, the system tracked more than 4 million telephone calls (with 300.000 of them related to civic attitudes) and had 15 million visits in the City Council website. The service is staffed by more than 800 people (250 operators and 550 solvers), who attend 20 different channels dealing with complete geo-referenced information (6.000 streets).

In words of Barcelona's mayor, Joan Clos, 'Barcelona is more than just a city. It is a great and growing space of exchange and optimism in which each and every one of us can devote ourselves to our own personal projects in a climate of dynamism, harmony and creativity.'

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-up, Benefit/Impact

More analytically: The specific objectives of the IRIS project are strictly related to the implementation needs of the 'Plan for Promoting Civic Attitudes', in particular with securing the municipal organization to be able to respond to the faced challenge. It enables any citizen or business to formulate claims or suggestions related to any city life aspect or any municipal service, choosing among more than 20 available (all of them free of charge) access channels. The target is to double the number of civic citizen interactions by year 2007. The commitment is not just to solve any reported issue and to take into consideration all received suggestions, but TO ANSWER all of them, recognizing and reinforcing the accountability dimension of the local administration. This impressive commitment forced the department responsible for the contact center to make a number of infrastructural and organizational changes.

URL	http://www.bcn.es

Implementation date	Implementation cost
2003-11-05	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1875

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
20	Complex Computer System (KSI) for the Social Insurance Institution (ZUS) in Poland		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Poland	Social Insurance Institution (ZUS)	Prokom Software SA	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Central	Citizens/Business/Government

Case description (Abstract)

Before the pension reform, the only payers of social security contributions whose accounts were handled by the Social Insurance Institution (ZUS) were companies and no individual accounts were maintained. Each employer paid a single monthly contribution computed globally on the basis of the total payroll. Every year, payers submitted approximately 18m settlement documents. Before 1999, every person seeking to be awarded a pension in Poland had to gather documents to confirm their entire employment history and submit them to ZUS. Thus, to receive a pension one was obliged to compile reliable documentation, which was difficult and often necessitated searching through archive files of no longer existing employers.

Thanks to the reform, since January 1999, every insured has had an individual account for ongoing collection of information on social security contributions made on behalf of the insured. Each employer is obliged to notify ZUS of each new employee and to settle individual contributions for each employee once a month. Contributions are made to four social security funds (to finance old-age pension, work-disability pension, sick benefits, as well as accident benefits) as well as the health insurance fund. A part of the contribution is managed and invested by financial institutions selected by the insured - Open-End Pension Funds (OFEs). Every year, more than 260m settlement documents are filed with ZUS, more than thirteen times as many as before the reform. As a result, all insured receive annual information on the amount of contributions accumulated in their individual accounts.

It would have been impossible to launch and operate the post-reform social security system without innovative IT support. The KSI ZUS - comprehensive IT system developed by Prokom Software SA for ZUS - allows settling over EUR 30bn in accounts of approximately 20m insured. ZUS, as the first public institution in Poland, made it possible for the payers to use the public key infrastructure and submit their documents by e-mail. Meanwhile, small enterprises may still use traditional hard copy. Today, thanks to the legislative solutions and the growing popularity of the Internet, approximately 75% of the employers file documents via e-mail (which accounts for 90% of all the submitted documents).

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

More analytically: During the work on the assumptions for the KSI ZUS system, the launch of the following became the primary objective:

- Secure system of electronic document transfer,
- System of automatic scanning and recognising hard copy documents,
- System of data verification and error clarification support process, whose significant element was the computer system distributed among contribution payers (the Platnik program),
- Largely automated system of settlements in accounts of contribution payers and of the insured,
- System of electronic transfer of data with Open-End Pension Funds and banks.

URL	http://www.zus.pl

Implementation date	Implementation cost
2004-01-01	Not available

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1868 www.prokom.pl

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
21	E-procurement		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Italy	Piedmont Region Authority, Italy	Piedmont Region Authority, Italy	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eProcurement	Local/Regional	Business/Government

Case description (Abstract)

In 2003, the Piedmont Region undertook a project to place at the disposal of all the regional offices of the Public Administration a platform of e-procurement for the management of IT calls for tender, electronic marketplaces and agreements between bodies. The project, managed in collaboration with CSI-Piemonte, led to the creation of a website:https://eproc.sistemapiemonte.it/home.jsp a single access point via Internet to functions of e-procurement.
The e-procurement project proposed is geared to the following goals:
- optimising expenditure by reducing costs and using simpler, more rapid and transparent procedures;
- improving communications between Public Administration and the business world (in particular SMEs);
- generating a fair market for SMEs in which they can compete on an equal footing;
- expanding supplier markets and making it more efficient, enhancing the value of the industrial structure of the Piedmont System through the promotion of technological innovation.

E-procurement would thus enhance the potential of a continuously evolving market, and the use of the network would make electronic procedures and computer applications available in support of procurement processes. The portal offers web applications with specific functions: permitting the offices to purchase by means of internet bidding, the electronic marketplace and agreements, that is, contracts between bodies. In addition to the service of e-procurement with the aforementioned functions, the portal offers other complementary services such as:
- consultation services (needs analysis, cost analysis, analysis of different categories of goods, analysis of the purchasing process in the sphere of computerized procedures, analysis of integration with the legacy systems of the office, physical and virtual protection of the activity);
- information service and interactive services accessible from the portal (reference regulations, community services, best practices, forums, events, newsletters, etc.);
- assistance and help desk services (at the disposal of the organizations and suppliers, consisting of a toll-free telephone number for assistance);
- training services also via e-learning tools.

In the next two years the project will be expanded with the addition of new functions.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact
More analytically: The e-procurement project presented has the following objectives:
- to optimise expenditure by reducing costs and using simpler, more rapid and transparent procedures;
- to improve communications between the Public Administration and the world of business;
- to create a fair marketplace for SME;
- to expand the market of suppliers and make it more efficient, valorising the industrial structure of the Piedmont System through the promotion of technological innovation.

To do this, the key objective from the point of view of the application is to make a system available to local governments that will enable them to:
- hold electronic tenders of various kinds using different systems (e.g. dynamic bidding or sealed bids);
- manage electronic framework agreements;
- make catalogue purchases on the electronic marketplace (Dynamic Purchasing), using electronic catalogs provided by qualified, registered suppliers.

URL	http://acquisti.sistemapiemonte.it

Implementation date	Implementation cost
2003-03-30	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1858 www.regione.piemonte.it

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
22	New Enterprise Information Centre and Enterprise Creation Network (CIRCE)		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Spain	Advice and Processing Initiation Centre (PAIT), New Enterprise Limited Company (SLNE)	Advice and Processing Initiation Centre (PAIT), New Enterprise Limited Company (SLNE)	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

Until fairly recently, the process of creating a small enterprise in Spain was a slow process with a lot of red tape and excessive paperwork. The New Enterprise CIRCE project is an initiative which aims to respond to the measures that the European Union has recommended in order to alleviate the currently existing problems concerning the creation of companies, aimed at reducing and simplifying the administrative burdens borne by the companies: coordination between public services, the creation of a single point of contact to create enterprises, the gestation of environments which facilitate the creation and development of innovative companies and the production of a single form for the same purpose, among others. For this reason, it is based on an new form of company, the New Enterprise Limited Company (SLNE), whose characteristics make it very similar to the already existing Limited Company (SL), although with some advantages over this.

The regulations that govern the SLNE offer the possibility of performing the proceedings to incorporate and set the SLNE in motion electronically, thus avoiding the entrepreneur having to make trips whilst making substantial savings in time and costs.

The SNLE electronic processing system gives speed and convenience to the entrepreneur in the awkward process of creating small enterprises, in which in many cases the possible entrepreneurs give up due lack of information and excess paperwork. To do this, the employer should contact the Advice and Processing Initiation Centre (PAIT) where he/she will be advised on all things related to defining his/her business Project and this would enable him/her to start processing its incorporation and start-up online.

New Enterprise CIRCE is one of the most advanced Electronic Government processes in Spain. It is a pioneering project that has meant an important step forwards in the process of breaking down barriers to achieve other inter-administrative service initiatives. It also contributes to the development of the information society, putting different participants in contact with the new technologies and forcing the development of Electronic Government in the Public Administrations as a whole.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

More analytically: The New Enterprise project is innovative at a national level and of maximum interest for entrepreneurs who see that the times and proceedings necessary to set in motion their business projects have been drastically reduced; and for the development of Electronic government and the Information Society as a whole. It is a project with the aim of contributing to modernizing the services offered by the Government enabling the mechanisms necessary to favour the following aspects:

- Encouraging and facilitating the creation of enterprises.
- Increasing the durability of the new companies established.
- Boosting and contributing to the Electronic Government services available (eGovernment).

URL	http://www.circe.es

Implementation date	Implementation cost
2003-07-14	Not available

Contact details

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Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1818 www.ipyme.org

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
23	Scottish Parliament e-petitioner system		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Scotland	Napier University's International Teledemocracy Centre, BT Scotland, Scottish Parliament	Napier University's International Teledemocracy Centre, BT Scotland, Scottish Parliament	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eDemocracy/ eParticipation	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

The Scottish Parliament e-petitioner system was launched in February 2004, providing citizens with a means to voice concerns through formal processes of Parliament. The e-petitioning model adopted is unique in that it is open to any citizen to raise and sign an e-petition, or to add comments to an online discussion if they wish. The e-petitioning management process is seamlessly integrated with procedures for handling paper petitions, which citizens can choose to use instead of or in conjunction with e-petitions.
The case demonstrates that by explicitly supporting e-petitioning, parliaments and other public sector actors can establish a dynamic platform for citizens to highlight issues through channels that are convenient for them, and to watch their concerns progress through the stages of public decision-making. It is enabling the Scottish Parliament to address the decline in civic engagement that has become widespread in Europe.
Internet petitions distributed by e-mail or on websites are not new but typically lack any mechanisms for democratic decision-making bodies to respond. E-petitioner by contrast is integrated with parliamentary workflows and procedures for their effective management.
The system was developed through the collaboration of Napier University's International Teledemocracy Centre, BT Scotland, and the Scottish Parliament. In the 12 months since its formal launch e-petitioner has attracted 20,812 signatures and 639 discussion comments, on 45 e-petitions. E-petition impacts have included getting issues debated in Parliament, getting other public bodies to take action, and changing draft legislation.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact
More analytically: From its inception in 1999 as a legislative body with powers devolved from the UK Parliament, the Scottish Parliament has sought to maximise public participation. This e-petitioner system puts into practice the principles identified by the Consultative Steering Group set up to establish the Parliament. These are the principles of sharing power; accountability; access and participation; and equal opportunities. Scotland's population is widely dispersed and e-petitioning has lowered the time and space barriers to participation, as well as providing greater accountability by establishing a transparent process whose results are published online. The system has already been successfully piloted and transferred to local authorities in England and has also attracted global interest.

URL	http://epetitions.scottish.parliament.uk

Implementation date	Implementation cost
2000-03-14	Not available

Contact details

Name	E-mail	Address
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Phone	**Fax**	
+(44)-(131)-(3485186)	+(44)-(131)-(3485088)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1812 www.scottish.parliament.uk

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
24	The e-enablement of the VOSA GB operator licensing service		
Country	Organization in charge of implementation	Organization in charge of cooperation	
United Kingdom	Vehicle and Operator Services Agency (VOSA)	Vehicle and Operator Services Agency (VOSA)	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

This innovative e-service launched in June 2004 has transformed the regulatory service for the UK commercial vehicle operator industry (110,000 businesses; 450,000 vehicles). It is the first government regulatory service that has provided the responsible business with full accountability for maintaining their own data, allowing licence holders to transact a major part of their licensing business with government on a self-service basis, with real-time access to and an ability to amend their own data 24x7. 50% of all goods vehicle transactions and 79% of passenger vehicle transactions were done on-line in Feb 2005, far exceeding the first year target of 20%. Feedback from users has been excellent.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

More analytically: The objective was to totally transform the regulatory service provided to the industry by e.enabling as much of the service as possible, speeding up the time taken to process licence applications, providing access via the web to a whole range of customers and those interested in the data held (including statutory objectors and a whole range of enforcement agencies, to help ensure compliance with the standards set for the industry. At the same time, the project was to deliver efficiencies in terms of VOSA resource (cutting 40 posts from a work force of 180 staff) and saving in terms of post and printing. The project needed to be implemented in a short time due to the expiry of a legacy IT contract. HEDRA were awarded the contract to work with VOSA as the change partners. The change programme was organised around empowered VOSA teams each responsible for a particular focus. Three teams were responsible for re-engineering the main core services and one specified the new ICT infrastructure. Best of breed solutions were selected with Computercenter designing and implementing the ICT infrastructure, LogicaCMG has developed the e-commerce applications, with links to the Oracle 11i system for online payments and financial accounting, Kudos has developed the Internet site for self-service transactions by the road transport industry, Kynetix has provided the Intranet to aid knowledge management and CorVu was procured for the Balanced Scorecard MIS. A single managed service contract has been negotiated for on-going maintenance and support with Computercenter.

New infrastructure was procured and installed, including the delivery of an email service. New software was then written and that was interfaced with Oracle Fincials 11i. Data was cleansed and migrated across from the legacy IT system. Intranet and internet sites were then installed. Staff was trained in the use of new systems and the software was gradually rolled out to all sites as the legacy system was run down. Once the software was working satisfactorily internally, software to deliver the e.service functionality was added. The industry was consulted throughout the process to ensure that we were delivering what they wanted. A registration and authentication process was also agreed and software written to deliver the serive on-line. The self service functions were tested with a small number of licence holders, before the service was fully launched. Again, the industry was fully consulted on the method and timing and assisted with publicity and managing expectations. The full service was launched by the GB minister in June 2004 and on-line transactions are now hitting 50%.

URL	http://www.vosa.gov.uk/vosa/onlineservices/onlineservices.htm

Implementation date	Implementation cost
2004-06-20	Not available

Contact details

Name	E-mail	Address
Buckley Bill	Not available	VOSA (an agency of the Dept for Transport) hillcrest house, 386 harehills lane, ls9 6 nf leeds United Kingdom
Phone	**Fax**	
+(044)-(0113)-(254 3213)	+(044)-(0113)-(240 7187)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1801

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
25	Athena Network		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Greece	Municipality of Athens	Municipality of Athens	
Domain	Theme	Administrative level	Users
eGovernment	Services/eDemocracy/eParticipation	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

'Athena' is a network of the Municipality of Athens that provides information and services to people through seven Citizens Service Centers (CSC - face to face services), one Immigrants Service Center (ISC) and one Call Center called '195 Citizen´s help line' They are connected through a data base. Services include municipal procedures as well as state procedures and provision of information. The network is supported by the IT technology (Thesseus program) sharing data through a modern way of knowledge management that permits the measurement of results. 'Athena' network and 'Thesseus' implement modern business management tools and methods that expand information and knowledge management and intensify quality management by taking advantage of modern technologies.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact. More analytically: Objectives of the applied network are:
1. To make local administration (structures and people) more effective, operational, credible, smaller and flexible by:
- streamlining administrative procedures
- institutionalising internal administrative workflow
- optimising coordination on and across all administrative levels
- systematically reviewing administrative procedures ensuring to have a flexible system
- familiarising the personnel with a computerised working environment
- making people work smarter ?not harder
- increase transparency in public action
2. To provide quality services to citizens and businesses that depends on the Municipality of Athens by:
- introducing an innovative system of undertaking on behalf of citizens their administrative request and perform it until the final administrative act
- uniting all administrative services in one single point
- ensuring the provision of prompt and up-to-date information to citizens requests in a due time or immediate and at the lowest cost
- training and developing workforce: politeness, professionalism and respect constitute are essential features in a client oriented perspective
3. To approach civil society and citizens of all ages to local authority by:
- introducing the possibility for citizens to directly submit their reactions or propositions concerning local public policies to the municipality through the '195 Citizens helpline' or the CSCs. In all those cases citizens contributions are notified to the competent administration giving floor to them to participate in the decision-making procedure that become transparent and understandable
- institutionalising a channel of communication between citizens and local authorities that is simple and tangible even for old people (195 citizens line as well as the CSCs)
4. To improve public administration image to the society by:
- finding solutions to all administrative matters submitted and from what make everyone benefit
- responding to citizens propositions, demands etc. through outbound communication
- being proactive and capable to give information when needed by the citizens
- raising citizens expectations from local administration

URL	http://info@195.gr

Implementation date	Implementation cost
2003-12-03	Not available

Contact details

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Zafiriadis, Dimitris	Not available	Municipality of Athens Athinas 63, Kotzia Square 10552 Athens, Greece
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+(30)-(210)-(3722030)	+(30)-(210)-(3218550)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1779 www.cityofathens.gr

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
26	The Compensation Recovery Unit Electronic Business Links with the Insurance Industry		
Country	Organization in charge of implementation	Organization in charge of cooperation	
United Kingdom	Compensation Recovery Unit (CRU)	EDS, BT Syntegra, and Atos Origin	
Domain	Theme	Administrative level	Users
eGovernment	Services	Central	Business

Case description (Abstract)

The Compensation Recovery Unit (CRU), part of the Department for Work and Pensions (DWP), recovers Social Security benefits incurred as a consequence of an accident, injury or disease, where a compensation payment is also made for that same reason. This is a high volume clerical processing operation, involving millions of clerical forms being exchanged annually between government and the Insurance Industry. CRU has worked extensively with the Insurance Industry to provide a range of electronic links, which automate the three main business processes, claim registration, certificate request and settlement notification between Government and various business systems. The links range from a simple method of submitting requests via the CRU Internet web site, with no technical demands placed upon the Insurance Industry, other than access to the Internet. At the other end of the scale is a fully automated end to end service with the Claims Underwriting Exchange Anti Fraud (CUE PI) database, which is utilised by almost 50% of the Insurance industry throughout the UK. CRU, worked with Insurance representatives, IT service providers EDS, BT Syntegra, and Atos Origin after initiating a range of projects to automate the electronic transfer of data between the CRU and the IT systems utilised within the Insurance Industry.

This daily electronic transfer of business data into government has been expanded across the Insurance Industry, resulting in significant efficiencies for both business & Government. The project delivers genuine eBusiness, the data is lifted from the customer's database, transferred into DWP's system securely; removing significant manual intervention and data input resources within DWP. The efficiencies and service to the business partner are also significantly improved, removing postage costs into CRU and electronic responses being issued the next day compared to 28 days under the clerical process.

The links are available to 100% of the Insurance Industry, to modernise processes, meet e-government targets, whilst securing significant efficiencies within CRU, ultimately resulting in savings for the taxpayer.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact

More analytically: The objectives of the project were:

- Develop an industry wide automated system for the collection and dissemination of information relating to CRU's three main business processes. This was to meet the needs of larger companies, who wanted to develop a direct link with their own legacy system down to the smaller Insurance company who may not even have an IT system that they could develop.
- Remove the manual issue, completion and return of 3.5 million clerical transactions per annum between DWP/CRU and the national network of Insurance Industry customers.
- Remove the requirement to manually input the data provided from the Compensators onto the DWP/CRU system
- Improve the integrity of the data being returned from the Insurance business via the provision of extensive online validation
- Reduce the treasury running costs of administrating the CRU scheme
- Reduce the costs to business of dealing with government, postal costs, form filling etc
- Improve customer service, previously 28 day response target modified to next day response
- Remove physical storage space and retrieval cost required for Document Retention of thousands of forms per annum within DWP/CRU.
- Removal of postage and stationery costs associated with the high volume of clerical transactions
- Contribution to Government's targets on e-enabling business transactions

URL	www.dwp.gov.uk/cru

Implementation date	Implementation cost
2005-04-28	Not available

Contact details

Name	E-mail	Address
Fazakerley Paul	Not available	Compensation Recovery Unit, Dept for Work and Pensions Durham House, Washington NE38 7SF Tyne & Wear United Kingdom
Phone	**Fax**	
+(00 44)-(191)-(2252142)	+(00 44)-(191)-(2252142)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1769

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
27	Traffic Insurance Information Center		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Turkey	Association of Insurance and Reinsurance Companies of Turkey	Association of Insurance and Reinsurance Companies of Turkey	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	Services	Central	Citizens/Business/Government

Case description (Abstract)

TRAMER (Traffic Insurance Information Center) has been established within the Association of Insurance and Reinsurance Companies of Turkey constitution complying with the 'Traffic Insurance Information Center Act' as published by the government in edition number 25318 of the official gazette in 16/12/2003. TRAMER serves:
1. Turkish Treasury Insurance Head Office
2. The Association of Insurance and Reinsurance Companies of Turkey, and Onroad Traffic Insurance Assurance Account
3. Insurance Companies
4. Authorized agents and Brokers
5. Experts
6. Police Department Head Office
7. Gendarmerie Headquarters
8. Ministery of Health
9. Citizens

TRAMER provides its services on the internet only. The insurance companies that hold certificates for operating the 'On Road Motor Vehicles Compulsory Liability Insurance' (The Traffic Insurance) are native members of TRAMER. TRAMER enforces the integrity and the uniformity of exercising the traffic insurance and ensures the prevention of insurance frauds, enhancement of trust to and confidence in the insurance system, the determination of the motor vehicle owners that have not had their vehicles insured, the accuracy of policy billing and other relevant issues by collecting information in a database and updating the database daily providing different levels of reports to related authorities. The member insurance companies are obliged to transfer all the information to TRAMER requested by TRAMER in the format and timeline designated by TRAMER. The insurance members are required to deliver all the records they produce for insurance contracts and damages to TRAMER in the data model determined by TRAMER from 31/03/2004 on. As stage 2 of our project, the vehicle registration data from the police department, the citizenship details and number from the Citizenship Department, the tax file numbers and corporations' details data from the taxation department will be integrated into our system. The expenses involving the information systems and staff are provided by the insurance companies by proportion according to their percentages of premiums they produce assessed by the administrative board.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact. More analytically: TRAMER is planning to offer services in the following areas in the short and the long run:
- Form a relational database that will reside all the traffic insurance policy records of all the insurance companies and ensure keeping the records up to date with a maximum of one day's delay.
- Collect loss and damage data from all the insurance companies and associate these data with the insurance policy data
- Generate 'damage condition reports'
- Inform the users about the insurance tariff and regulations.
- Collect the registration records of the motor vehicles from the Police Department daily and associate these records with the insurance records.
- To be able to track the vehicle owners
- Receive the citizenship number of the owner if the owner is an individual

URL	http://www.tramer.org.tr

Implementation date	Implementation cost
2004-07-01	Not available

Contact details

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Phone	**Fax**	
+(90)-(312)-(2129463)	+(90)-(312)-(2128871)	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=1723 www.sigortacilik.gov.tr

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
28	eProcurement in Scotland		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Scotland	Scottish Executive (SE)	Scottish Executive (SE)	
Domain	Theme	Administrative level	Users
eGovernment	eProcurement	Local/Regional/Central	Business/Government

Case description (Abstract)

In 2000, a cross-sector Procurement Steering Group was established to review the conduct of public sector procurement in Scotland. The group realized that implementing e-procurement was a way to uncover issues on the ground, taking a common approach to resolving them, then locking the benefits of process change into place. Following considerable market research, Scottish Executive (SE) recognized that a marketplace solution was not the appropriate model since it wouldn't address underlying business issues and because it was more appropriate to begin with the existing contracted suppliers to organizations. As the project got underway, SE also recognized that early eprocurement solutions were being sold on the basis of their attractiveness to buyers.

But, in order to succeed, the Executive model would also have to appeal to suppliers. In conjunction with an early adopting group of local authorities and health organizations, the SE specified and bought a common e-procurement platform for the entire Scottish public sector. The contract was awarded to Cap Gemini in November 2001. The service is branded "eProcurement Scotl@nd Programme," or ePS, and managed from a central program office. The first order through the service was placed by Highland Council in May 2002. The business change will deliver cost benefits, including measurable savings. The SE's goal is to increase participation in the service to all 125 public sector organizations by 2007 (sixty-two already participate) and stimulate collaborative procurement of €4 billion to €5.5 billion in expenditures to achieve recurring cost savings of around €273 million per year. The primary objective of introducing ePS within the SE's corporate administration is to save two million to three million UK Pounds (approximately €3m to €4.5m) per year. The SE achieves these savings through a combination of reduced transaction costs, greater purchasing discipline, price savings through demand aggregation, improved audit trails of transactional activity, more effective staff deployment, and other benefits.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact
More analytically: Objectives at the outset of ePS were:
- To make Scotland the best place to do business electronically
- To be the first choice for eProcurement for public sector organisations in Scotland
- To obtain management information about procurement and use it to encourage good practices, collaboration and smarter working

URL	http://www.eprocurementscotland.com/

Implementation date	Implementation cost
2006-08-11	Not available

Contact details

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+44.131.2440724	+.44.7920.207938	

Additional data/ resources

Relative Links	-

Awards

Year	Award	Agency
2004	Information Management Award (winner)	
2005	British Computer Society Award (medalist)	
2005	European e-Government Good Practice Case	
2005	Aberdeen Group-Global Best Practice Winner	
2006	Computerworld Honors Programme (laureate)	

R/N	Title		
29	eSourcing Managed Service		
Country	Organization in charge of implementation	Organization in charge of cooperation	
United Kingdom	UK Office of Government Commerce	UK Office of Government Commerce	
Domain	Theme	Administrative level	Users
eGovernment	eProcurement,eID/ electronic documents,Services	Local/Regional/Central	Business/Government

Case description (Abstract)

eSourcing provides operational secure hosted web-based eTendering and Sourcing tools used by UK procurement professionals to collaborate across agencies and work with suppliers online. Tools include eTendering (including eAuctions for online negotiation), eEvaluation, eContract Management and eCollaboration and are designed to deliver value for money procurement solutions to the UK public sector. These tools are available to UK public sector organisations under an OGCbuying.solutions framework agreement. Although the tools are not mandated for use in the UK Government, by the end of its first year of operation, eSourcing had 1,100 professional buyers and 10,000 suppliers registered as users. 30 organisations or groups of organisations have subscribed to the service and account for >10% of UK procurement expenditure on goods and services. >£2bn of tenders have already been processed through the system. New public sector administrations and not for profit organisations continue to join the service. OGCbuying.solutions is an Executive Agency of the UK Office of Government Commerce in HM Treasury. Its role is to deliver value for money savings through a dedicated procurement service.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact
More analytically: eSourcing is the use of secure web-based collaborative tools by procurement professionals and suppliers to conduct the strategic activities of the procurement lifecycle online. These strategic activities, including requirements definition, tendering, negotiation, award and contract management, are designed to deliver value for money procurement solutions to the public sector by encouraging take up of eProcurement tools that can reduce processing costs and secure better deals.

URL	http://www.ogcbuyingsolutions.gov.uk/esourcing/about/esourcing_about.asp

Implementation date	Implementation cost
2006-08-05	Not available

Contact details

Name	E-mail	Address
Cotgreave Sarah	Not available	OGCbuying.solutions,35 Great Smith Street,SW1P 3BQ London,United Kingdom
Phone	Fax	
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Additional data/ resources

Relative Links	http://online.ogcbuyingsolutions.gov.uk/information/ManagedServices/eProcurementSolutions/ http://www.sourcingandoutsourcing.com http://www.ogcbs.bravosolution.com/web/login.shtml http://www.ogcbuyingsolutions.gov.uk/publications/downloads/managed/e_sourcing_brochure.pdf

Awards

Year	Award	Agency
2006	The eSourcing Service was runner up in the 2006 Government Computing BT Innovation Awards in the category of Government to Government.	

R/N	Title		
30	Kompetenznetze NRW (Competence Networks NRW)		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Germany	Ministerium fuer Arbeit, Gesundheit und Soziales NRW	Ministerium fuer Arbeit, Gesundheit und Soziales NRW	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

A joint interstate system for e-consulting comprised of front desks and downline back-office knowledge functions. KomNet allows easy realization of consultation- and knowledge services with high efficiency and usability by workflow-steered and web-based expert's interlinking and preservation of consultation knowledge in selfservice-databases. Realized implementations: employability, health and qualification, retirement pension plans, IT-Support. Other subject areas are in preparation.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact
More analytically: To provide sound, high-quality and target-group-specific advice with high efficiency it is only possible through co-operation in consultant networks. KomNet's networking of experts based on an internet workflow management plattform and controlled of competence-centers permits simple realisation of Knowledge-Communities on arbitrary topics. Feeding of consultation results into self-service-databases creates great efficiency potentials. Result: Inquiries only need to be answered once; Experts can dealing gradually with such problems for which solutions were still not be found. In the topic with the longest operational experience (safety and health) KomNet meanwhile has found a considerable demand and distribution. Supported by a help-desk system based on Internet and workflow technology, citizens and companies can make consultant inquiries via a webbased application. At their personal KomNet-Site they find tracking functionalities and personal question answer archives. Inquiries are also processed to a "virtual" Kom-Net competence centre and from there forwarded workflow-aided to external experts. More than 1500 inquiries get answered every year this way. Specimen solutions, which are archived in a learning knowledge database, are generated from the inquiries and the relevant answers. Network partners and KomNet "customers" can research in this database online and retrieve answers almost 100000 times per year. This corresponds to an efficiency quotient of over 65 (i.e: 1 answer worked out of the experts is already 65 times per annum retrieved by customers without renewed load of the experts.

URL	http://www.komnet.info

Implementation date	Implementation cost
2001-01-01	Not available

Contact details

Name	E-mail	Address
Deilmann Michael	Not available	Ministerium fuer Arbeit, Gesundheit und Soziales NRW Horionplatz 1 40190 Duesseldorf Germany
Phone	**Fax**	
+4921186183444	+49211861853444	

Additional data/ resources

Relative Links	www.mags.nrw.de http://www.komnet.nrw.de http://www.komnet.info/support-it http://www.egovernment-wettbewerb.de/site/front_content.php?idart=22

Awards

Year	Award	Agency
2000	National German eGovernment-Award	
2001	EU-eGovernment-Award	
2003	National German eGovernment-Contest	

R/N	Title		
31	HELP.gv.at -- virtual guide to Austrian authorities and institutions		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Austria	Austrian Federal Chancellery	Austrian Federal Chancellery	
Domain	Theme	Administrative level	Users
eGovernment	eDemocracy/ eParticipation / Services	Central	Citizens/Business

Case description (Abstract)

HELP.gv.at - is an initiative of the Federal Chancellery, and has become one of the leading e-Government applications in Europe. HELP.gv.at - the virtual guide to Austrian authorities, offices and institutions, offers citizens information about official procedures, deadlines and fees, as well as making forms available for download. Official Proceedings Online ("Amtsweg Online") allows the electronic processing of an increasing number of official procedures. To support this initiative, a large number of services and information is available targeted on approximately 150 life events. For individuals with enquiries or suggestions, there is a 'question and answer' forum which is facilitated and supported by specialists with competences in ICT. In order to be able to offer quick access to specific information, a special service is offered to the following target groups: - Entrepreneurs get quick and straightforward information and support concerning official procedures, e.g. the setting up of a business, the registration of employees etc.
- The Disabled In order to enable disabled citizens to access official procedures, information and services without barriers, HELP has been designed to conform with WAI (Web Accessibility Initiative) guidelines for disabled persons. - Citizens from other countries HELP.gv.at provides information in English to foreign citizens living and working in Austria, about the most important official procedures.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact
More analytically, the objectives were:

- One-Stop-Principle: There is one access to the administration. Regardless of which department or authority is responsible, HELP.gv.at forwards applications, requests etc. automatically to the correct one.
- Correct and Up-to-date Information: HELP.gv.at offers information on more than 150 life events. Information is updated regularly and amended according to legal and social developments and changes.
- Communication and dialogue with the Citizens: Via "Questions and Suggestions" ("Fragen und Anregungen") citizens are able to pose questions to the editorial staff of HELP.gv.at.
- Online Processing of Official Procedures: Official Proceedings Online ("Amtsweg Online") allows the electronic processing of official procedures. It supports the participating partners (authorities at federal, provincial and municipal level) with the development of these online procedures.
- Access to the Administration for ALL:

Everybody should have the possibility to use the services of HELP.gv.at, regardless of whether he or she has access to the internet (e.g. via a public access point) and to choose in which language he or she speaks. At the moment, information in HELP.gv.at is available in German and English.

URL	http://help.gv.at/

Implementation date	Implementation cost
1997-10-19	Not available

Contact details

Name	E-mail	Address
Müller Harald	Not available	Not available
Phone	**Fax**	
(+43-1) 53115-4105	Not available	

Additional data/ resources

Relative Links	http://www.egov-goodpractice.org/gpd_details.php?&gpdid=289

Awards

Year	Award	Agency
2005	Good Practice Label	e-Government Good Practice Framework

R/N	Title		
32	E-Government in the city of Vienna		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Austria	Vienna City Municipality	Vienna City Municipality	
Domain	Theme	Administrative level	Users
eGovernment	eID / electronic documents / Services	Local/Central	Citizens/Government

Case description (Abstract)

The city of Vienna has developed a pioneer project of e-Government that benefits citizens dealing with public services and administrative staff as well. The implementation of the "Virtual Office" has as main object to provide an e-Government service page for every major administrative task involving customer contact by the end of 2006. It is estimated that the number of these network places will be 330, while there are going to be common models and structures so as to make things easy for citizens.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact
More analytically: The project is very successful and benefits the staff of the Vienna City administration:

- Data no longer need to be entered manually
- Citizens are more satisfied from the direct customer contact
- Service hours are longer in public administration without any changes to staff working hours

Apart from citizens, there is service for 70.000 enterprises in Vienna and 19.000 business start-ups annually, while information and explanations are in English, French, Croatian, Serbian and Turkish.
It is worth to be mentioned that 48% of applications for a business license are already made via Internet.

URL	Not available

Implementation date	Implementation cost
2006	Not available

Contact details

Name	E-mail	Address
Prof. Dimitris Karagiannis, Head of Institute for Knowledge and Business Engineering, University of Vienna, Vice President of the Austrian Computer Society	Not available	Not available
Phone	Fax	
Not available	Not available	

Additional data/ resources

Relative Links	Not available

Awards

Year	Award	Agency
-	-	-

R/N	Title		
33	Russia Development Gateway (RuDG)		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Russia	Institute of the Information Society (IIS),World Bank	Institute of the Information Society (IIS),World Bank	
Domain	Theme	Administrative level	Users
eGovernment	eInclusion/Knowledge Management	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

The Russia Development Gateway – «RuDG» was established in the early 2001, as a national component of the "Development Gateway" program realized by the World Bank. RuDG portal serves as a platform for multi-stakeholder cooperation of institutions and organizations in the field of Information Society Development and Knowledge Economy in Russia. RuDG became a component of the federal e-Russia program and offers the possibility of information exchange for the development and implementation of the national strategy for Information Society Development. It is the official source of Russias' specialized information services related to the problems of: a-developing the Information Society (IS) and b-building the Knowledge Economy in Russia. Some of the products and services available on the RuDG portal include, among others: A-a knowledge warehouse (over 15,000 items ordered by topic, region, resource type, type of information object), which accumulates crucial information on IS and KE development issues and enables effective use of this information. B-a database of development projects implemented in Russia .C- an on-line consulting center for Russian companies and experts, D-forum pages devoted to the central issues of Knowledge Economy development in Russia, E-a virtual university allowing for publishing and using online courses for different disciplines. It is worth to be mentioned that the average audience of the portal is 10.000 users per month.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

URL	http://www.russian-gateway.ru

Implementation date	Implementation cost
2001	Not available

Contact details

Name	E-mail	Address
Mrs. TATIANA ERSHOVA, General Director of the Institute of the Information Society (IIS), Chair of the Board of the Russian e-Development Foundation, High Level Advisor of the Global Alliance for ICT and Development.	Not available	Not available
Phone	Fax	
Not available	Not available	

Additional data/ resources

Relative Links	Not available

Awards

Year	Award	Agency
-	-	-

R/N	Title		
34	e-Transformation		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Turkey	T.R. PRIME MINISTRY, STATE PLANNING ORGANIZATION,INFORMATION SOCIETY DEPARTMENT	T.R. PRIME MINISTRY,STATE PLANNING ORGANIZATION,INFORMATION SOCIETY DEPARTMENT	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

Innovations in Information and Communication Technologies (ICT) have an important effect on the development of globalization and influence all areas of economic and social life, all segments of the society and deeply affect how public services are delivered, businesses function, and citizens lead their daily lives. In other words, these innovations cause a social transformation. These technologies already put their mark on the twenty first century and laid the foundation for a new social transformation towards "information society". Since the early 2000s, initiatives towards transformation into an information society are observed to be increasing all around the world. New products and services as well as increased productivity stemming from the developments in the ICT have also started to change the nature of international competition which used to be defined by the quantities of production factors. The Lisbon Strategy which aims to make the European Union the most competitive and dynamic knowledge-based economy in the world by 2010 is one of the most comprehensive examples of the efforts to adapt to this change. The eEurope 2002 Action Plan prepared within this framework has continued with the eEurope 2005 Action Plan which includes new and more refined objectives. The Lisbon Strategy which was updated in 2005 as i2010 is redirected towards new targets with information, innovation and social inclusion as its core topics. In Turkey, endeavours on transformation into an information society have also started to gain momentum since early 2000s in parallel to these developments. Turkey has become a party to the eEurope+ Initiative, which has been designed for EU candidate countries in 2001. The "eTransformation Turkey Project" that was included in the 58th and 59th Government Urgent Action Plan was launched in 2003 and hence all individual studies being carried out in our country have been gathered under an umbrella project and accelerated. The e-Transformation Turkey Project aims to carry out the process of transformation into an information society in a harmonious and integrated structure all over the society with all citizens, enterprises and public segments. General coordination of the Project has been assigned to the State Planning Organization and the e-Transformation Turkey Executive Board with the participation of the State Minister and Deputy Prime Minister, Minister of Transportation, Ministry of Industry and Trade, top-level bureaucrats and non-governmental organizations (NGOs), and the Advisory Council with the participation of public and private sectors and NGOs have been established. In this process, "Turkey's Information Society Transformation Policy" which was prepared with the participation of all relevant parties, has been adopted by the e-Transformation Turkey Executive Board. The policy document states Turkey's vision of transformation into an information society as follows: "To be a country that has become a focal point in the production of science and technology, that uses information and technology as an effective tool, that produces more value with information-based decision-making processes and that is successful in global competition, with a high level of welfare". Since the inception of e-Transformation Turkey Project, which was formulated with a participative approach, two action plans covering 2003- 2004 and 2005 periods were launched and implemented successfully. In conjunction with the short-term targets of the action plans, an initiative for preparation of Information Society Strategy covering 2006-2010 was also started in 2005 in an attempt to enable Turkey to benefit from ICT effectively and to identify the middle and long term strategies and targets for the realization of transformation.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

URL	http://www.dpt.gov.tr	
Implementation date		Implementation cost
2003		Not available

Contact details

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Recep Cakal	btd@dpt.gov.tr	Necatibey Caddesi No:108, 06100 Bakanliklar-ANKARA TURKEY
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Additional data/ resources

Relative Links	http://www.BilgiToplumu.gov.tr

Awards

Year	Award	Agency
-	-	-

R/N	Title		
35	e-Health		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Turkey	T.R. PRIME MINISTRY, STATE PLANNING ORGANIZATION,INFORMATION SOCIETY DEPARTMENT	T.R. PRIME MINISTRY,STATE PLANNING ORGANIZATION,INFORMATION SOCIETY DEPARTMENT	
Domain	Theme	Administrative level	Users
eGovernment	Services	Local/Regional/Central	Citizens/Business/Government
Case description (Abstract)			
The e-Health Activities in the context of e-Transformation Turkey Project were: A-e-Health Working Group established in the context of e-Transformation Turkey Project under the authority of SPO, B-15 actions determined on e-Health as basic building blocks of HIS.,C-Those actions mostly completed and evaluated by SPO. Through the Telecommunications Authority of Turkey, The Ministry of Health, Turkey, requested ITU to provide assistance in the implementation of Turkey's e-Health Project and support in their Health Transformation Project.			
Attributes / Rationale for inclusion in BP			
In summary: Innovation, Take-Up, Benefit/Impact			
URL	Not available		
Implementation date			Implementation cost
2003			Not available

Contact details		
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+ 90 312 294 6417	+ 90 312 294 6477	

Additional data/ resources	
Relative Links	Not available

Awards		
Year	Award	Agency
-	-	-

R/N	Title		
36	ICT Kennispoort		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Netherlands	ICT Research and Innovation Authority	ICT Research and Innovation Authority	
Domain	Theme	Administrative level	Users
eGovernment	eID/ electronic documents, Services	Local/Regional/Central	Business/Government

Case description (Abstract)

ICT Kennispoort is a gate of ICT Knowledge and is going to come into operation during the first quarter of 2007. The project is expected to be a bridge of communication and cooperation between industry, and more specifically of Small and Middle Enterprises, and the educational community in the field of ICT. ICT Kennispoort offers communication within the ICT research field that diffuses the results of its examining project into industry, which respectively forwards its demands and its need to the educational groups that are in charge. The Government is instrumental in the realization of this project, since it is responsible for the enactment and the implementation of the Strategy in ITs' matters.

Attributes / Rationale for inclusion in BP

In summary: Innovation, Benefit/Impact

URL	http://www.senternovem.nl/bsik/BSIK_Nieuwsbrief/artikelen_nieuwsbrief_december_2006/Outreach_Office_ICT-Kennispoort_en_Meeting_of_the_Minds.asp

Implementation date	Implementation cost
2007	Not available

Contact details

Name	E-mail	Address
Prof. MARTIN REM, Director, ICTRegie (ICT Research and Innovation Authority)	Not available	Not available
Phone	**Fax**	
Not available	Not available	

Additional data/ resources

Relative Links	http://www.ictregie.nl/

Awards

Year	Award	Agency
-	-	-

R/N	Title		
37	Software as Service (SaS) Community		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Netherlands	ICT Research and Innovation Authority	ICT Research and Innovation Authority	
Domain	Theme	Administrative level	Users
eGovernment	eID/ electronic documents,eDemocracy/eParticipation,Services,Open Source	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

Software evolves from a product that one acquires into a service that one uses. For this admission/acceptance, SaS Community was established and run in the Netherlands. SaS Community is a working group that consists of information executives, researchers, company representatives and major clients of these companies as well. The aim of the working group is the research on how new service concepts and new ICT architectures can be combined in order to make the transformation from "software" engineering to "service" engineering. Within the framework of the applications that are still under consideration, there are services related to the fields of: banking, government, healthcare, social security. It is worth to be mentioned that one of the aims of SaS Community is to become a European Technology Platform (ETP) NESSI (Networked European Software & Services Initiative).

Attributes / Rationale for inclusion in BP

In summary: Innovation, Take-Up, Benefit/Impact

URL	http://www.ictregie.nl/

Implementation date	Implementation cost
2005	The budget of this project runs to 300.000 euros.

Contact details

Name	E-mail	Address
Prof. MARTIN REM, Director, ICTRegie (ICT Research and Innovation Authority)	Not available	Not available
Phone	**Fax**	
Not available	Not available	

Additional data/ resources

Relative Links	Not available

Awards

Year	Award	Agency
-	-	-

R/N	Title		
38	eProcurement by Brazil's Federal Government		
Country	Organization in charge of implementation	Organization in charge of cooperation	
Brazil	Federal Government of Brazil	Federal Government of Brazil	
Domain	Theme	Administrative level	Users
eGovernment	eProcurement	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

This is a government e-procurement system (COMPRASNET), set up by the Secretariat of Logistics and Information Technology in the Brazilian Ministry of Planning, Budget & Management. The system is a Web-based on-line procurement system used by all the more than one thousand Federal Government procurement units. It enables on-line price quoting and reverse auction commodity purchases. It has a client/server architecture, resident on secure 32-bit Pentium III Xeon corporate servers. The operating system is Windows 2000 Advanced Server. The front end is supported by three Unisys Aquanta STD Web application servers. The solution software used is the Vesta Business Services Suite. COMPRASNET is a system where Federal Government organisations register their procurement needs (i.e. goods and services they need to buy). The system automatically informs registered suppliers by e-mail and the supplier may download the bidding documents. The procurement officer uses a Federal Catalogue to specify the description of the good or service required. If the item is classified as a commodity, the whole process may be done through the Internet, using the price quoting system (which is a two- to three-day purchase posting site for non-competitive small purchases). For larger procurement of general-purpose goods and services (such as building maintenance services or office supplies and equipment), a reverse auction procedure is used. In the reverse auction the bids (prices the suppliers will charge for that item) are submitted on the Web. Each supplier reduces their bid price competitively with others during the auction and the one offering the lowest price at a pre-agreed end time for the auction will be the one awarded the contract. Auctions and prices are open for inspection by the public, and auction results are posted immediately. COMPRASNET was introduced to automate the procurement process. The aim of automation was to make the procurement process uniform without centralising the buying process of the Federal organisations. It was also intended to reduce procurement costs and give more transparency to the process. Other aims were to increase the number of government suppliers; to reduce participation costs for these suppliers; and to increase competition among suppliers, which should also bring about costs reductions and better quality of goods and services acquired. Federal Government agencies and organisations, as well as the suppliers of goods and services to the Federal Government (there are over 150,000 registered suppliers) are the main affected parties. Citizens and society are affected in the sense that e-procurement is intended to provide an instrument for social control of public expenditure, through its public transparency.

Attributes / Rationale for inclusion in BP

During COMPRASNET's first three years the Federal Government spent about US$7m on system development and maintenance. During the first two years of on-line reverse auction use, the Federal Government is estimated to have saved up to US$1.5m. Besides this positive return on investment, the system enables better and more transparent procurement, as well as reducing the red tape in the process. For example, a normal procurement process takes more that two months. The on-line reverse auction may be completed in less than 15 working days. The use of on-line procurement has also increased the participation of small businesses in government supplies. There is insufficient data from a broad enough range of stakeholders to describe the system as a total success, but it can certainly be described as largely successful, bringing an estimated average 20% reduction of final price for goods and services acquired through reverse auction and price quoting. Suppliers also see it as successful due to it being linked to the financial payment system, guaranteeing timely payments on supplies sold to the government.

URL	http://www.comprasnet.gov.br

Implementation date	Implementation cost
2002	$ 7 M

Contact details

Name	E-mail	Address
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Not available	Not available	

Additional data/ resources

Relative Links	http://www.is.cityu.edu.hk/research/ejisdc/vol9/v9r6.pdf http://www.egov4dev.org/

Awards

Year	Award	Agency
2006	eGovernment for Development	Institute for Development Policy and Management, University of Manchester, Commonwealth Telecommunications Organisation

R/N	Title		
39	eProcurement by Mexico's Federal Government		
Country	**Organization in charge of implementation**	**Organization in charge of cooperation**	
Mexico	Mexican Ministry of the Controllership and Administrative Development (MCAD), Mexican Ministry of Finance	Mexican Ministry of the Controllership and Administrative Development (MCAD), Mexican Ministry of Finance	
Domain	**Theme**	**Administrative level**	**Users**
eGovernment	eProcurement	Local/Regional/Central	Citizens/Business/Government

Case description (Abstract)

This is a government e-procurement system (Compranet), set up by the Unit of Electronic Government Services within the Mexican Ministry of the Controllership and Administrative Development (MCAD). The system is a Web-based on-line procurement system using a variety of hardware and software. Compranet has managed to funnel through its Web site information and communication aspects about the majority of government procurements. Around 3,000 procurement units within various government agencies post their requirements online, and government suppliers can submit their proposals via the Web site. These phases of the procurement process are visible on the Web site. Online transaction of procurement is much more restricted, but is growing. In the midst of the 1995 currency crisis the Mexican Federal Government had little or no information concerning government suppliers, procurement prices, and acquired items. No consistent controls on government purchases were available; procurement processes were costly and plagued by corruption; acquisitions were overpriced; and suppliers were concentrated in the Mexico City area. The economic turmoil in the aftermath of the Mexican peso crisis called for deep budget cuts and stricter controls on all public expenditure. The crisis undermined the ruling party's credibility, strengthened the opposition, and spread the image of widespread government corruption. The Compranet system was introduced to try to address these problems. Federal Government agencies and organisations are key stakeholders, particularly MCAD and the Ministry of Finance. Individual government officials have been affected, for example in potentially curtailing their ability to engage in corrupt practices. Suppliers of goods and services to the Federal Government are also affected; perhaps particularly small and medium enterprises outside Mexico City, which have been drawn into the procurement process. Finally, citizens are involved through their ability to oversee some government procurements.

Attributes / Rationale for inclusion in BP

By April 2002, information and communication aspects of 80% of all Federal Government acquisitions were being routed through the Compranet system. Online transactional activity is estimated to total around 2% of total procurement. Costs for administration of procurement and costs of items procured have been cut, with typical estimates of savings of around 20%. Around 25,000 suppliers make use of the system, and many state and municipality governments have joined the system. Participation costs for business appear to have fallen, and small/medium enterprises from outside the capital region have joined in the procurement process, although there has been no systematic analysis of this. No public estimates are available of the total cost of the system. In 2001, journalists trawling the site found that the President had ordered towels for his presidential palace costing US$500 each (around half average yearly earnings in Mexico). While not good for the ruling party's credibility, this was a visible demonstration of the increasing transparency delivered by Compranet. The system has been largely successful, although evidence in the public domain on costs and on key objectives such as corruption or incorporation of new suppliers remains non-existent or weak. The system is likely to have cut prices and costs for government, and has increased transparency to some extent. In 1999, it was winner in the eCommerce category of the Global Bangemann Challenge. The system has also formed the basis for adoption in a number of other Central and South American nations.

URL	http://web.compranet.gob.mx/

Implementation date	Implementation cost
2002	Not available

Contact details

Name	E-mail	Address
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Not available	Not available	

Additional data/ resources

Relative Links	http://www.wired.com/news/business/0,1367,50622,00.html http://www.egov4dev.org/mexeproc.htm#title

Awards

Year	Award	Agency
2006	eGovernment for Development	Institute for Development Policy and Management, University of Manchester, Commonwealth Telecommunications Organisation

Later, after the recording of the G2B best practices any similarities with Greece will be located and the practices that would be interesting to be realized will be distinguished evaluating a range of parameters and data.

More specifically the suggestions for good practices that have a relative bigger chance of implementation in our country were based on the following characteristics:

- ***Focalization with main priority to G2B services.***
- ***Relativeness to the geographical and population characteristics of the countries.***
- ***Innovation, viability and good cost-benefit relation (whenever that was possible to be estimated).***
- ***Range of the offered services***
- ***Range of cover of thematic structures***
- ***Relation between the constitution and the structure of the economy (multitude, size and types of business).***
- ***Relation to the rules of operation of the markets and the competition between the countries and Greece.***
- ***Readiness of other digital services or infrastructures in our country that are a prerequisite.***
- ***Readiness of the institutionalized framework of the countries in comparison to Greece etc.***
- ***Awards and prizes.***

Following there are analytical tables (Tables 4a, 4b, 4c) which complete the conclusions for these best practices that are more compatible and have a big chance of success in the Greek environment. **On the basis of the above mentioned criteria of compatibility twenty (20) out of thirty nine (39) practices were selected. In the tables, the correlation with the thirteen (13) services that were analysed in deliverable D2a and D2b is evident (the number of service is noted or alternatively the relative current Projects) as well as the criteria that each practice satisfies.**

A/A	Reference Number	Title of Best Practice	Country	Relation to G2B service that was analysed
1	1	Interoperability Platform for the Integral and Multi-Channel Citizen Service System of the Regional Government of Valencia (SIMAC)	Spain	Relation to Projects like ERMIS, eGIF, SIZEUKSIS
2	3	Social Insurance Code of Reimbursement	Austria	Employers' contributions
3	6	GPZ: Globaal Premie Zoeksysteem/ Comprehensive Premium Searchsystem	Belgium	No relation
4	9	ICAR - a System for e-Enabled cooperation among Regional, Local, and National Administrations in Italy	Italy	Relation to Projects like ERMIS, eGIF, SIZEUKSIS
5	10	The Danish OIO-XML Project	Denmark	Relation to Projects like ERMIS, eGIF, SIZEUKSIS
6	11	e-Bourgogne - Regional Shared eGovernment	France	Relation to Projects like ERMIS, eGIF, SIZEUKSIS
7	12	Standardised e-Form exchange via EDIAKT II in Austria	Austria	Relation to Projects like ERMIS, eGIF, SIZEUKSIS
8	14	Civil Registration in Austria	Austria	Company establishment
9	15	Civil Registration in German Regions	Germany	Company establishment
10	16	Public eProcurement in Norway	Norway	eProcurement
11	18	eAMA - agricultural eServices for farmers and businesses	Austria	No relation
12	19	IRIS: Promoting civic attitudes in Barcelona through a customer service request platform	Spain	No relation
13	21	E-procurement	Italy	eProcurement
14	24	The e-enablement of the VOSA GB operator licensing service	UK	No relation
15	26	The Compensation Recovery Unit Electronic Business Links with the Insurance Industry	UK	No relation
16	28	eProcurement in Scotland	Scotland	eProcurement
17	29	eSourcing Management Service	UK	eProcurement
18	30	Kompetenznetze NRW (Competence Networks NRW)	Germany	No relation
19	36	ICT Kennispoort	Holland	No relation
20	37	Software as a Community Service (SaS)	Holland	Relation to Projects like ERMIS, eGIF, SIZEUKSIS

Table 4a: The twenty (20) more compatible best practices with the Greek environment and their relation/ correlation to the Greek G2B services or current Projects

A/A	Reference Number	Title of Best Practice	Country	Priority to G2B services	Relation to the geographic and population characteristics of the countries	Innovation, viability, and good cost-benefit relation	Range of offered services	Range of covering of thematic regions
1	1	Interoperability Platform for the Integral and Multi-Channel Citizen Service System of the Regional Government of Valencia (SIMAC)	Spain	x	x		x	x
2	3	Social Insurance Code of Reimbursement	Austria		x	x		
3	6	GPZ: Globaal Premie Zoeksysteem/ Comprehensive Premium Searchsystem	Belgium	x	x		x	x
4	9	ICAR - a System for e-Enabled cooperation among Regional, Local, and National Administrations in Italy	Italy	x	x		x	x
5	10	The Danish OIO-XML Project	Denmark	x			x	x
6	11	e-Bourgogne - Regional Shared eGovernment	France				x	x
7	12	Standardised e-Form exchange via EDIAKT II in Austria	Austria	x	x			
8	14	Civil Registration in Austria	Austria	x	x			
9	15	Civil Registration in German Regions	Germany	x				
10	16	Public eProcurement in Norway	Norway	x			x	x
11	18	eAMA - agricultural eServices for farmers and businesses	Austria		x			
12	19	IRIS: Promoting civic attitudes in Barcelona through a customer service request platform	Spain		x		x	x
13	21	E-procurement	Italy	x	x	x	x	x
14	24	The e-enablement of the VOSA GB operator licensing service	UK					
15	26	The Compensation Recovery Unit Electronic Business Links with the Insurance Industry	UK	x				
16	28	eProcurement in Scotland	Scotland	x			x	x
17	29	eSourcing Management Service	UK	x			x	x
18	30	Kompetenznetze NRW (Competence Networks NRW)	Germany					
19	36	ICT Kennispoort	Holland	x		x	x	x
20	37	Software as a Community Service (SaS)	Holland				x	x

Table 4b: The twenty (20) more compatible best practices with the Greek environment and the filling of the relevant criteria

A/A	Reference Number	Title of Best Practice	Country	Relation to the constitution and structure of economy	Relation to the rules of operation of markets and of the competition between the countries and Greece	Readiness of other digital services or infrastructures in our country that constitute a prerequisite	Readiness of the institutionalized framework of the countries and in comparison with Greece	Awards and prizes
1	1	Interoperability Platform for the Integral and Multi-Channel Citizen Service System of the Regional Government of Valencia (SIMAC)	Spain	x	x	x		x
2	3	Social Insurance Code of Reimbursement	Austria	x	x			x
3	6	GPZ: Globaal Premie Zoeksysteem/ Comprehensive Premium Searchsystem	Belgium	x	x			x
4	9	ICAR - a System for e-Enabled cooperation among Regional, Local, and National Administrations in Italy	Italy	x	x			x
5	10	The Danish OIO-XML Project	Denmark			x	x	x
6	11	e-Bourgogne - Regional Shared eGovernment	France					x
7	12	Standardised e-Form exchange via EDIAKT II in Austria	Austria	x	x	x	x	x
8	14	Civil Registration in Austria	Austria	x	x	x	x	x
9	15	Civil Registration in German Regions	Germany			x	x	x
10	16	Public eProcurement in Norway	Norway			x	x	x
11	18	eAMA - agricultural eServices for farmers and businesses	Austria	x	x			x
12	19	IRIS: Promoting civic attitudes in Barcelona through a customer service request platform	Spain		x	x		x
13	21	E-procurement	Italy	x	x	x	x	x
14	24	The e-enablement of the VOSA GB operator licensing service	UK					x
15	26	The Compensation Recovery Unit Electronic Business Links with the Insurance Industry	UK					x
16	28	eProcurement in Scotland	Scotland			x	x	x
17	29	eSourcing Management Service	UK				x	x
18	30	Kompetenznetze NRW (Competence Networks NRW)	Germany					x
19	36	ICT Kennispoort	Holland			x	x	x
20	37	Software as a Community Service (SaS)	Holland			x	x	x

Table 4c: The twenty (20) more compatible best practices with the Greek environment and the filling of the relevant criteria

10. Best strategies of ICT and electronic government in Europe and on international level

10.1. General

The international initiatives, the strategies and policies that could constitute best practices for Greece are presented. A wide range of countries is covered and the best strategies are marked both on a public policy level and on a private initiative level.

On the side of supply, successful business strategies are pursued and have been successful in adapting to the needs of the consumers and business users of ICT. Before the analysis of the countries' strategies, a recent classification based on the latest results of the NRI index of the World Economic Forum (WEF) follows. Finally, special emphasis is given to the countries with per capita GNP similar to that of Greece, like Israel and Korea.

The NRI index is defined by the WEF[22] as «the degree of readiness of a nation or of a social whole to participate to and benefit from the development of Information and Communication Technologies». The direct goal of the NRI is to help on the level of policy formation and on the level of decision making in order for the need of a political ICT to be understood and to mark the points where a bigger effort is needed. In the following table with green are marked the countries that had had a rise in relation to last year and with red the countries that presented a descending progress while the countries with no colour are the countries that were stable or are for the first time included in the measurements of the index.

Analysing the changes in the NRI lists from 2001 and onwards it is evident that the USA and Finland still occupy the 5 first places, while 11 out of the 20 first places are occupied by European countries. At the same time, the position of the three newcomers in the EU could be characterized as satisfying (Estonia 23rd, Malta 30th and Cyprus 33rd).

22 WEF & INSEAD (2006), Global Information Technology Report 2005-2006

Ιαπωνία	1,24	16	8	↘	-8	Τρινιντάντ & Τομπάγκο	-0,42	74	59	↘ -15
Γερμανία	1,18	17	14	↘	-3	Βιετνάμ	-0,47	75	68	↘ -7
Αυστρία	1,18	18	19	↗	1	Ουκρανία	-0,49	76	82	↗ 6
Ισραήλ	1,16	19	18	↘	-1	Μαρόκο	-0,51	77	54	↘ -23
Ιρλανδία	1,15	20	22	↗	2	Ναμίμπια	-0,53	78	55	↘ -23
Νέα Ζηλανδία	1,14	21	21	→	0	Ουγκάντα	-0,60	79	77	↘ -2
Γαλλία	1,11	22	20	↘	-2	Σερβία & Μαυροβούνιο	-0,63	80	79	↘ -1
Εσθονία	0,96	23	25	↗	2	Βενεζουέλα	-0,65	81	84	↗ 3
Μαλαισία	0,93	24	27	↗	3	Π.Γ. Δ.Μ.	-0,67	82	85	↗ 3
Βέλγιο	0,87	25	26	↗	1	Σρι Λάνκα	-0,68	83	71	↘ -12
Λουξεμβούργο	0,80	26	17	↘	-9	Τανζανία	-0,69	84	83	↘ -1
Πορτογαλλία	0,56	27	30	↗	3	Περού	-0,70	85	90	↗ 5
Αραβικά Εμιράτα	0,54	28	23	↘	-5	Αρμενία	-0,72	86	n/a	Νέα
Χιλή	0,52	29	35	↗	6	Αλγερία	-0,72	87	80	↘ -7
Μάλτα	0,51	30	28	↘	-2	Γκάμπια	-0,72	88	74	↘ -14
Ισπανία	0,47	31	29	↘	-2	Δομινικανή Δημοκρατία	-0,73	89	78	↘ -11
Τσεχία	0,36	32	40	↗	8	Νιγηρία	-0,74	90	86	↘ -4
Κύπρος	0,36	33	37	↗	4	Κένυα	-0,75	91	75	↘ -16
Ταϊλάνδη	0,35	34	36	↗	2	Μογγολία	-0,76	92	n/a	Νέα
Σλοβενία	0,34	35	32	↘	-3	Τατζικιστάν	-0,77	93	n/a	Νέα
Τυνησία	0,33	36	31	↘	-5	Μολδαβία	-0,78	94	n/a	Νέα
Ν. Αφρική	0,30	37	34	↘	-3	Μάλι	-0,78	95	92	↘ -3
Ουγγαρία	0,27	38	38	→	0	Γεωργία	-0,82	96	91	↘ -5
Κατάρ	0,25	39	n/a	Νέα		Βοσνία Ερζεγοβίνη	-0,87	97	89	↘ -8
Ινδία	0,23	40	39	↘	-1	Γουατεμάλα	-0,88	98	88	↘ -10
Σλοβακία	0,19	41	48	↗	7	Καμερούν	-0,88	99	n/a	Νέα
Ιταλία	0,16	42	45	↗	3	Ονδούρα	-0,89	100	97	↘ -3
Ελλάδα	0,08	43	42	↘	-1	Μοζαμβίκη	-0,94	101	96	↘ -5
Λιθουανία	0,08	44	43	↘	-1	Μαδαγασκάρη	-0,99	102	87	↘ -15
Μαυρίκιος	0,07	45	47	↗	2	Κιργιζία	-1,01	103	n/a	Νέα
Κουβέιτ	0,06	46	n/a	Νέα		Καμπότζη	-1,03	104	n/a	Νέα
Ιορδανία	0,03	47	44	↘	-3	Ζιμπάμπουε	-1,04	105	94	↘ -11
Τουρκία	0,00	48	52	↗	4	Αλβανία	-1,04	106	n/a	Νέα
Μπαχρέιν	0,00	49	33	↘	-16	Εκουαδόρ	-1,07	107	95	↘ -12
Κίνα	-0,01	50	41	↘	-9	Μπενίν	-1,07	108	n/a	Νέα
Λετονία	-0,03	51	56	↗	5	Βολιβία	-1,10	109	99	↘ -10
Βραζιλία	-0,04	52	46	↘	-6	Μπανγκλαντές	-1,11	110	100	↘ -10
Πολωνία	-0,09	53	72	↗	19	Γουιάνα	-1,11	111	n/a	Νέα
Τζαμάικα	-0,11	54	49	↘	-5	Νικαράγουα	-1,14	112	103	↘ -9
Μεξικό	-0,14	55	60	↗	5	Παραγουάη	-1,23	113	98	↘ -15
Μποτσουάνα	-0,16	56	50	↘	-6	Τσαντ	-1,36	114	104	↘ -10
Κροατία	-0,23	57	56	↗	1	Αιθιοπία	-1,39	115	102	↘ -13
Ρουμανία	-0,23	58	53	↘	-5					

Πηγή: WEF & INSEAD (2006), Global Information Technology Report 2005-2006

Table 5: The new technologies readiness index (NRI) per country

10.2. Austria

(Population: 8.12 million, per capita NGP: 31,406 US$, Internet users per 100 inhabitants: 46.20, NRI classification: 18th)

In Austria the effective regulatory environment and the intensive competition in the sector of mobile telephony led to rapid development of the relevant market, however, the efforts of opening of the market of mobile telephony did not yield any fruits, as the former provider (Telekom Austria) is still prevailing at the expense of the many "small" providers that emerged from 1998, when institutionally the deregulation of the market was performed. The electronic commerce is gradually developing, with the big companies leading this development. The sectors of B2C electronic commerce that undergo a constant development are mainly travel agencies through the Internet, the media and the stock exchange markets. The

government has taken up initiatives for the electronic administration and has introduced platforms for online governmental services like Help Portal[23] (http://help.gv.at) in which information is offered concerning the legal systems and databases. With the operation of Business Public Procurement – Schoolbooks Orders Online[24] (http://www.schulbuchaktion.at) Austria moves another step forward in the electronic system of national procurements. In this electronic market all the suppliers and customers (school) of school books take part. For the faster and more secure service of the citizens, the government of the country operates two types of cards based on the technology of digital signature. The Citizen Card (http://www.buergekarte.at) and the Light Citizen Card (http://www.a1.net/signatur) (for use via a mobile phone), are equipped with the necessary technology for the realization of a large number of online public services and transactions. In comparison to the neighbouring countries, Austria is composed of a large agricultural population (35% of the countries population total) which is something that led to the use of telecommunication services being a top priority of the government. A particularly important program is the Kplus[25] program which was created in order to support the cooperative study between the science and the industry in Austria. The development of know-how strategies and their direct and intelligent implementation constituted the main goal of the Kplus program. Now, almost 270 businesses take part in the studies of Kplus and 8 out of the 18 Kplus centres are working on ICT issues. Factors that can be considered as good practices of this program are the following: the selection process of companies that would take part in the program was realizes from independent inspectors using a common number of criteria, the evaluation of the researched work is regularly done, based on predefined indexes, different for each program and the fact that there is a clear design and direction of the program.

10.3. Germany

(Population: 8.12 million, per capita GNP: 31,406 US$, Internet users per 100 inhabitants: 46.20, NRI classification: 18th)

Germany has one of the most developed communication infrastructures in the entire Europe with the Federal Network Service (Bundesnetzagentur) playing an important role in the regulation of the telecommunication sector. The telecommunication sector is characterized by the intense competition that led to the dramatic fall of the prices from 1998 and on. However, this competition did not lead to the equivalent increase internet penetration. Despite the low penetration of the Internet, Germany is the leader in the B2C electronic commerce (because among others of the rapid adoption of developed systems from

[23] Cap Gemini (2005), Online availability of public services: How is Europe progressing?
[24] Greek Observatory for Information Society, Best Practices of ICT sector
[25] Fraunhofer, TNO, LL&A, (2004), Final report: Benchmarking national and regional policies in support of the competitiveness of the ICT sector in the EU

internationally competitive businesses) and in the production of knowledge management software. One of the main challenges for the further development of ICT in Germany is the insufficient supply of manpower with high ICT qualities. Despite the increase of job positions in ICT in Germany, the country faces a large shortage, with the efforts of attracting foreign workers or the German that live abroad proving unsuccessful. Germany is placed in the fourth position in the NRI index and has taken up significant initiatives for the development of the electronic government for the benefit of the citizens. The electronic conducting of public procurement of the German government is realized via the eTendering (http://www.evergabeonline.de) with the direct procurement of the goods by the governmental e-marketplace «One stop Government Shop». The entire conduct of custom services is fulfilled through the Customs Online network (http://www.zoll-d.de/). In the health sector the smart card Bit4health was introduced (http://www.dimdi.de) for doctors and citizens, having the capability of electronic prescription and information of the medical history of the patients. The basic care of the government for dealing with the large number of empty job posts was the creation of an interactive web (Arbeitsamt Online http://www.arbeitsamt.de) with the description of the job posts in order to give a wider presentation of the issue as well as to give the possibility of searching for employment from individuals outside the German borders. The Favorit control system (http://www.bva.bund.de/aufgaben/bafoeg/index.html) is managing the annual payments of education loans that reach 613m. per year without the slightest use of documents. The borrowers that use the system exceed 500.000 and they can electronically send applications for the reduction of expenses due to commendations or financial need. In the field of education the network BRN – Bayerisches Realschulnetz (http://www.realschule.bayern.de) connects eight technical schools aiming at the knowledge and information take-up. The update of possible foreign investors for the development of entrepreneurship in Germany is realized by the Invest in German: Business Portal network (http://www.investingermany.de), while it is translated in 17 languages and includes all the current business developments in the country[26].

10.4. Denmark

(population: 5.4 million, per capita GNP: 33,089 US$, Internet users per 100 inhabitants: 54.10, NRI classification: 3rd)

The telecommunication infrastructures of Denmark are significantly developed. The opening-up of the telecommunication market began on 1996 offering competitive boost to all the connected sectors. The penetration of telephony and Internet has achieved performances which are among the higher in the world.

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The synergies of the initiatives of the public and private sector led to the creation of innovative programs for the spread of the benefits of ICT to the citizens. The government promotes ICT beyond the simple connection to the Internet – to the supply of significant educational content. The industry of design and manufacturing of electronics and computer equipments exports more than 85% of the total production. This industry consists of hundred small and medium sized enterprises, many of which cooperate with academic researchers for the production of high tech products. The laws for the digital signature and safety technology facilitate the transactions through the Internet. The online banking is popular both via PCs and via mobile telephony. Consortia are signed between the government and the industry for the developments of industrial standards concerning the sales and marketing, in order to solve the interoperability issues and to further reinforce the participation of the consumers in the electronic commerce. The Public Procurement Portal (http://www.doip.dk) constitutes the first Portal of Public Procurement in Europe. All the public procurements are carried out in cooperation with the Electronic Tendering: National Procurement (http://www.ski.dk) from the stage of design to the completion of all the intermediate procurement stages. Networks (Nordpol.dk - Democracy on the web http://www.nordpol.dk & DanmarksDebatten – Citizen participation in public debate http://www.danmarksdebatten.dk) have been created paying significant attention to the citizens aiming at their information in relation to the operation of the democratic system and their active participation in public negotiations with the political leadership. Businesses have their own network (Virk.dk – A Business Portal http://www.virk.dk) for their transactions with the public sector with the participation of five ministries and 24 organizations. Denmark was the first to offer software based digital signatures (http://www.digitalsignatur.dk) to all the citizens aiming to the spread of e-government[27] services.

10.5. Estonia

(population: 1.35 million, per capita GNP: 15,217 US$, Internet users per 100 inhabitants: 44.41, NRI classification: 23rd)

Estonia is the leader in the region of Central and East Europe relatively to the opening-up of the landline telephony market. After its independence in 1991, Estonia marked a significant progress as far as the reforms of the socio-economic environment is concerned. One of the main challenges was the transition from the industrial dependency to the online economy. Its telecommunication infrastructure is developed and it is totally upgraded. There is an extensive access to the Internet (financed by the state) in the Public Organizations, the education and in the health sector, while the cost of a dial up connection for the public is

27 Greek Observatory for the Information Society, Best Practices in the ICT sector

affordable. The Internet penetration is relatively high in comparison to Europe's data. Despite the increasing number of students of ICT, the country faces a lack of labor force with specialization on the ICT. Moreover, due to the fact that the salaries are not competitive, there is an increasing tendency in the specialized professionals in ICT to work abroad. In order to deal with this, the government and various non governmental organizations have taken relative initiatives. In the sector of education, special programs aim at the connection of the school units and the improvement of familiarization with the computers on behalf of the teachers and students alike. Various programs of national range were chosen to focus on the use of the Internet (Loo@Wogld) and the electronic government (e-Citizen). Specifically, the prime minister's office created a web page, allowing the visitors to make comments and suggestions on various drafts. Another initiative concerns the possibility of the governing ministers to have access in legislation, make proposals and vote via the Internet. The geographic closeness to Finland and the good telecommunication environment contributed to the rapid increase of the level of penetration of the mobile telephony. Finally, the liberal economic reforms created a hospitable environment for foreign investments. The most popular electronic service in Estonia is the online banking. The Hansapank (http://www.hansa.ee) Uhispank[28] (http://www.sebe.ee) serve more than 468.000 customers using Internet banking. Granted that there is a degree of overlapping in these bank platforms we can make the estimation that the number of users that use internet banking exceeds 200.000, meaning over the 14% of the population. Through the above mentioned systems a large number of tax returns are submitted from the country's citizens. The reasons that have brought Estonia in such a favorable place in relation to other countries of the former Eastern block as well as in relation to countries of Western Europe are the following: the easy to use e-banking software, the free of charge transactions when e-banking is used and the positive influence that the country is receiving from the neighboring countries. As we also observed in other countries, in Estonia the citizen has the chance to take part in an active way to the process of political decisions. In the Today I Decide network (http://tom.riik.ee), ideas, visions, directions and comments are been expresses concerning all the political and social latest news[29].

10.6. USA

(population: 293.51 million, per capita GNP: 39,498 US$, Internet users per 100 inhabitants: 55.58, NRI classification: 1st)

The American ICT enterprises and the American financial markets were the basic supplier of the local and international growth of ITC during the '90s. The increase of productivity and the remarkable stock value

28 Estonian Informatics Center, 2001
29 Greek Observatory for the Information Society, Best Practices in the ICT sector

between 1995 and 2000 formed the framework for the longest period of investments in USA's market. The extensive coverage and the competition between the providers of telecommunication services render affordable the services for all the citizens. USA is the biggest nation in Internet terms while is the first country where the tax exemption was first established for online purchases. This slightly intervening approach, in combination with the low prices, the boom of investments and the big size of the local market gave the chance to the private sector to rapidly develop the Internet infrastructure, to experiment with innovative enterprising models and to facilitate the implementation of electronic government. Moreover, the Ministry of Education and the federal governments have connected to the Internet all the schools of primary level of education while the web http://www.students.gov offers online services to thousands of students. The challenges that are left, concern, among others, the equal expansion of ICT services to the minority groups and the low income groups, the solving of any interoperability problems and the expansion of broadband access to the rural regions.

10.7. Great Britain

(population: 59.41 million, per capita GNP: 28,968 US$, Internet users per 100 inhabitants: 59.19, NRI classification: 10th)

The British telecommunication industry realized an opening much earlier in relation to other countries (since 1984) however, British Telecoms is still prevailing. The governmental service Office of Communications is continuing to impose price checks to BT especially as far as the retail services are concerned. The industry of mobile telephony is particularly competitive and technologically developed. The basic connection type and the average monthly charge for Internet services are affordable for the average citizen. The use of mobile telephony had a visible impact on the British society with a total penetration in the metropolitan regions and high penetration in the rural ones. In the public sector, the governmental initiatives Ukonline.gov (http://www.ukonline.gov) and Directgov.uk (http://www.directgov.uk), were put to action in order to transfer online all the governmental services and transaction. This ambitious program succeeded in creating web pages with information for the most basic governmental services until the middle of 2001. The increase of the ICT private sector was aided in a large degree by the abundance of private capital investments and from the offer of high quality working force which was reinforced by Chinese and Indian programmers. The conservative nature of the English very often obstructs large scale augmentations for the successful business models. Providers, however, like Vodafone and Orange managed to become the leaders on international level. For the facilitation of the local administration the info4local.gov.uk (http://www.info4local.gov.uk) is in operation and includes documents and information that are required from the ministries and other public organizations in order for the needs of the citizens to be directly and fully covered. Four academic sites are created in cooperation with the Ministry of Education, (www.teachers.tv, www.need2know.co.uk, www.uhi.ac.uk, www.ucas.ac.uk) that cover every educational

level and offer online courses. In these sites there is information for professors and students, online interactive science experiments and additional information for all the educational establishment of university level. Great Britain is a country with high levels of tourism and large cultural interest. Thus, it promotes its heritage through an electronic (24hourmuseum http://www.24hourmuseum.org.uk)[30].

10.8. Japan

(population: 127.76 millions, per capita GNP: 29,906 US$, Internet users per 100 inhabitants: 48.27, NRI classification: 16th)

Japan is the world leader in Internet application via mobile telephony, fact that provides the country with a comparative advantage if the commercial applications and business models of online telephony reach a greater level of maturity. The increased charges of the telecommunication services due to the limited competition constitute an important obstacle for the further increase of Internet usage. The absence of an independent telecommunications authority and the bureaucratic state procedures hinder the intense competition between the providers, resulting in the mobile telephony being the basic way of accessing the Internet. NTT's i-mode has the larger market share due to its charging model. The high per capita GNP of Japan and the cultural tendency towards the use of new technologies is expected to be the catalyst in the future. The government invests on the Internet access to schools, while kiosks connected to the Internet are being placed in public organizations.

10.9. India

(population: 1079.7 millions, per capita GNP: 3,029 US$, Internet users per 100 inhabitants: 1.75, NRI classification: 4th)

India is facing fundamental social challenges and suffers from things like bureaucracy, corruption, continual political conflicts and rivalries while at the same time "suffers" from the heritage of a centralized economy. However, the nation possesses many employees with high ICT skills, that is considered that very soon they will lead India, in terms of technology, among the developed world. India has low level ICT infrastructure along with a degraded national roads network and insufficient supply of electrical energy. The absence of a national telecommunication network and the limited access to the international communication system contributes to the high communication costs and low level services. The telecommunication udergo an improvement process, prevailing, however, are the state monopolies. The private companies show extrovert signs and move towards international partnerships via the Internet, but generally speaking, many business plans are delayed and the new telecommunication companies do not cover the goals of the

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required services, especially in the agricultural field. The majority of telephones and computers are owned by companies that are situated in urban centers, while half of the villages do not have access to phone services. Public education is insufficient. Wherever existent, the programs of ICT studies focus on information studies and not on the integration of technology to the education as a whole. The factors that hinder the expansion of ICT are poverty, illiteracy and language varieties. Academic and private labs develop software and computer equipment that correspond more effectively to the domestic needs in comparison to the technological systems of USA and Europe. The policies and the financial motives in favor of exports have led to the under-development of the domestic ICT market. The combination of interference of the telecommunications authority and the unfinished political framework limit the competition.

10.10. Ireland

(popoulation: 4.02 millions, per capita GNP: 37,663 US$, Internet users per 100 inhabitants:31.67, NRI classification: 20th)

The ICTs were the leaders during the transition of Ireland's economy (from a product processing economy of low added value) to the economy of equipment manufacturing for computers and software development. The high governmental expenses in favor of technological academic organizations at the beginning of 1980 contributes to the stable supply of highly competent employees while the governmental reforms in taxation and external commerce created a friendly environment for ICT enterprises. Ireland hosts the central administration offices for the activities of many multinational ICT companies. For example, in 1999 the net inflow of Foreign Direct Investments constituted the 20% of the GNP which was the second best in worldwide llevel behind Sweden. In addition, the domestic software development businesses helped Ireland to transform itself to the leading export country of software. The dependence, however, on export had made Ireland's ICT sector susceptible to financial and economic recessions. For example, the deceleration of demand in the field of ICT on world level, led to many staff redundancies in this field. In the beginning of 2001, the government completed the upgrade (in more than 120 cities) of Eircom's network. Eircom is a state provider of telecommunications services that operates with private economic criteria. In 2001 the law draft for electronic business was adopted thus, creating the legal framework for the Internet transactions and digital signatures. In particular, on the level of electronic government, one observes many online services. The Oasis (http://www.oasis.gov.ie) & Basis (http://www.basis.gov.ie) portals provide complete guidance to the citizens and the businesses for the redirection to any public service. ROS – Revenue Online Services (http://www.ros.ie) allows for the secure and fast electronic filing and payment of taxes to the public sector. In a similar way operates the Motor Tax Online (http://www.motortax.ie) for the tax payment of vehicles. The use of REACH (http://www.reach.ie) allows for the exchnge of data between the governmental services aiming at the quality optimization of the supplied services to the citizens. During this year the operation of a pilot service has begun (Irish Tax administration's SMS service http://www.revenue.ie/wnew/payemobfone.htm) which has to do with the application of dispatch of public

documents via SMS that is sent to the respective public service. The smart cards technology is used on the national transportation system. The "smart card LUAS" (http://luassmartcard.luas.ie) is a prepaid time card for the transportation with the tram. The amount that is subtracted from the card after each use is proportionate to the traveled distance. Interesting is the Ait-Eile web page (http://yoda.cs.tcd.ie/), which features material for hospitalized children and the capability of communicating with each other.

10.11. The Netherlands

(population: 16.25 millions, per capita GNP: 29,253 US$, Internet users per 100 inhabitants: 52.20, NRI classification: 12th)

Both the public and the private sector played an active role on the capitalization on the side of the countries that have multilingual working force with high qualities. From 1994 the Dutch government has adopted initiatives for the development of the ICT sector which ended up to a national effort for electronic commerce (beginning on 2000) focusing on infrastructures, know-how, innovation, access to and development of the qualities, regulatory aspects and on the use of ICT from the public sector. The private sector has created an effective and developed infrastructure system, while even the small and medium sized businesses rapidly adopted the use of the Internet. The Netherlands have an open telecommunication environment both in landline and mobile telephony. However, in the telecommunications sector, KPN Telecom, the first state telecommunications provider, is prevailing company. Since 1999 the government has designed policies that among others aimed at the connection of all schools, libraries and museums in national network. Many schools were identified as best practices relatively to the innovative use of multimedia, the teaching and the development of the educational program. The environment of B2B electronic commerce can be further improved, which is something that is evident from the fact that the multinationals outside the field of ICT turn their interest to the ICT itself. The B2B electronic commerce is mainly realized in Dutch web pages with popular products being the music, the books and software. Women and aged individuals constitute the more rapidly developing part of users. Generally speaking, eBanking, internet purchases and the governmental electronic services belong to the most developed ones in Europe.

10.12. Sweden

(population: 8.99 millions, per capita GNP: 28,205 US$, Internet users per 100 inhabitants: 63.00, NRI classification: 8th)

Sweden possesses high level of information and communication infrastructures and is being characterized by governmental choices that support the initiatives for wide access to modern technologies. Sweden has a great number of high in aptitudes population. From 1994 the Swedish government had 4 independent Information Technology Committees with working object the form of the national strategies and action plans. In 2000 the draft "Information Society for all" that was submitted to the parliament confirmed the state's commitment for national access to ICT services (independently of geographical region), improvement of aptitudes (relevant to ICT) and promotion of public trust in ICT. The levels of Internet use and mobile technology in the population and businesses are significantly high. Sweden was one of the first countries that fully opened its telecommunications market, which is open to the domestic and international competition. The state telecommunications company, Telia, however, controls still the market of landline telephony. Relatively with the electronic government the present or planned initiatives of Sweden include 24hr online access to public services, online voting and various other web pages for different services. The electronic B2B and B2C commerce is increasing steadily. The Swedish multinational companies can present a leading position in the incorporation of high tech solutions (6th place in Business Readiness) while from a cultural point of view, the Swedish society is adapted to the use of ICTs. For example, the use of SMS is widely spread and the same goes for the appearance of small and medium sized companies in the Internet. Computer penetration has been strengthened from the applied tax reliefs to businesses that offer a PC to all members of staff (independently of post). Finally, initiatives of educational policy (like ItiS, Schoolnet) promote further the connectivity and development of infrastructures. In the field of best practices in Sweden we can locate apart from the electronic government services (Ministry 24-7 http://www.24-timmarsmyndigheten.se, Swedish Labour Market Administration http://www.ams.se, Invest in Sweden Agency http://www.isa.se) an additional initiative for the decrease of the "digital gap". In particular, the Seniornet.se portal (http://www.seniornet.se) aims at the spread of ICT applications to the older citizens, while every year, certain days «Senior Surf Days» are set where individuals above the age of 55 are invited to be trained in the use of computers and Internet. In 1997 The Federation of Swedish Industries made know to the government the need for trained personnel in the field of Information Technology. Despite the high degree of unemployment, the employers faced problems relatively to finding working staff with sufficient computers' knowledge. This resulted in the creation of a national IT training program known as SwIT. It was a cooperation between the National Employees Center, the Federation of Swedish Industries and the Association of Swedish ICT companies. The goal was for 10.000 individuals to be trained, 75% of whom where unemployed, with the goal of 90% to successfully complete the program while certain job posts where offered. The result was 11.700 trained individuals as well as the fulfillment of the above mentioned goals covering not only the needs of the companies that had expressed the initial concern but the future concerns as well. Elements of good practice of the SwIT program are the clear and measurable goals in training terms, the flexible and decentralized management organization, the response to the direct

needs of the industry, along with the offer of employment to the trained and the constant evaluation of the program's results.

10.13. Finland

(population: 5.22 millions, per capita GNP: 29,305 US$, Internet users per 100 inhabitants: 53.38, NRI classification: 5th)

Finland's economy was traditionally based on heavy industry and forestry, however, now it has transformed in the leading power (due to the performance of a certain company) in Internet Environment Readiness on a worldwide level. Finland's strong points are reflected on the well developed infrastructure of telecommunications, on the high quality working force, in the effective environment of communication policy and on the developed use of ICTs. Finland's ICT industry (a relatively small in size country) has global influence resulting in the exports of high technology to exceed the imports which is a unique phenomenon for an OECD country. Finland gradually opened up the telecommunications market from 1985 and from then on the competition contributed to the low operation cost of networks. Apart from the high penetration of households and businesses in the Internet, Finland has very developed infrastructures for public access to the Internet through libraries and other public places. In addition, between 1995 and 1999 disposed many economic resources for the subsidy in ICT equipment and training of the population in rural areas. All the educational organizations are connected to the Internet offering online teaching as it is done on all the educational levels. The industry of financial services has implemented developed payment and security systems placing the Finish banks among the first in the world in the online supply online banking services.

10.14. Korea

(population: 48.14 millions, per capita GNP: 21,305 US$, Internet users per 100 inhabitants: 60.97, NRI classification: 14th)

From the beginning of 1980, Korea[31] evolved into an economy that was based on knowledge and to global leader in Information Technologies. Since then, the ICT industry constitutes the basic supplier of the country's economic growth and contributes the 30% of the total exports. In 2002, Korea was worldwide in the first place relatively to the penetration of broadband applications and in 2003 was in the fourth place as far as the percentage of Internet use. In 2003 the ICT industry was responsible for the 41.5% of the total economic growth in Korea. In 2004 the Internet users reach the 68,2% of the total population while the number of mobile phone subscribers increased, reaching 75% of the total population during the same year.

31 WEF & INSEAD (2006), Global Information Technology Report 2005-2006

The number of mobile phones in Korea represents almost the 28% of the global market resulting in many multinational ICT companies to consider the Korean market as the experimental field where they develop and commercialize new technologies and products. In 2004, OECD declared Korea as a benchmark for the governmental systems of electronic commerce. In 2003, 92,6% of all the public commercial competition was realized electronically. The complex bureaucratic governmental institutions are considered to be old fashioned while the transactions through the Internet and the use of mobile technologies and wireless networks are increasing constantly. The Korean government by participating in consortia with enterprises and universities defined seven strategic sectors through which would reinforce the electronic government, the Internet, the broadband convergence, the services of mobile telephony, the electronic commerce, the financial sector and the information industry. In the field of electronic government reformations were adopted for the procedural, administrative and legal systems aiming at the degradation of large bureaucratic institutions and the transition to more effective and transparent service systems on the Internet. A new governmental organization was established in order to ensure the realization and encouragement of the transition towards the new form of governmental services. In relation to the Strategy for the Internet, the available content on the Internet was explored in such a way in order for example, to include evolved search services or to satisfy population groups with special interests. Special emphasis was given to the amelioration of the quality of the entertainment content. The goal in this field is the creation of the "digital house" where everything will operate from a distance accessing the Internet with great speed. In addition, further actions are planned for the industry in telematics. As far as the part of broadband convergence is concerned the government invested 722 million US$ while the private sector invested 19 billion US$. In 2000, the broadband services were available in 30.000 public organizations, 10.000 schools and 11.2 million households. Nowadays, the Korean government is planning and will conclude the first – globally - broadband network convergence, providing on a daily basis to 20 millions subscribers multimedia services. The strategy as far as Mobile Telephony is concerned was directed to the creation of added value services for the consumers. In the future, services like SMS and advertisements with multimedia content, video and mobile commerce (meaning commerce via mobile telephony) will be available and will propably lead to a further growth of the domestic ICT sector. As far as the Strategy of Electronic Commerce is concerned, during the period 2002-2003 the electronic commerce increased by 32.2% with the Internet transactions and electronic buys expanding constantly. Generally speaking the ICT sector has reacted with dynamic growth to the governmental initiative. Especially in the financial Sector, the adopted strategies included the promotion of e-banking and mobile telephony banking, electronic payments and electronic stock exchange transactions. In 2004 online banking increased by 21.6%, the e-banking via mobile telephony by 230%, the electronic payments by 36.6% and the online stock exchange transactions by 50%. Finally, in the field of Information Technology, the IT839 program is the core of the Korean strategic choices. The goal of IT839 is the creation and promotion of new information technologies in order to attract

investments for network infrastructure, new internal synergies and in order to improve the quality of the current technology in competitive prices. The program aims to create eight new information/ communication services, three new ICT infrastructure types and nine new driving forces of ICT growth resulting in the doubling of products and services from 2003 until 2007.

10.15. Conclusions

Summarizing, it can be said that many countries worldwide have realized, successfully in many cases, plans on various levels of the Information Society and according to the convergence ICT level within the socioeconomic environment. The recent years the emphasis is mainly placed on services of Electronic Government followed by Electronic Health and Electronic Learning. After the analysis of the countries' profile as well as the best practices that were referenced, it can be reported that their common characteristics are the following:

- The ICT policies is required to primarily focus on a country's sectors with evident needs or weaknesses, without excluding sectors that probably have a significant dynamic and can benefit various levels.
- The cooperation between science and industry in the fields of Research and Development.
- The predefined and complete estimation of the goals of every action and the observation of quantitative measurable indexes that will depict the gradual progress of the final goal.

Apart from the priorities that each country wants to adopt, the wider cooperation between all the "participants" for the creation and implementation of a common strategy is required aiming at the ICT growth. Connecting elements to this alliance are the strong leadership, a strategic vision for the course of the Information Society and dedication to the final goal.

11. General conclusions

11.1. Community policies and action plans

The boom of new information and communication technologies has led to a revolution in the social structure itself and in the way the economic and productive activity is performed. The typical form of society as a pyramid where the movement, economic, societal, political and cultural was done from top to bottom and vice versa, gave its place to the contemporary form that is presented as a honeycomb where various economic, social, political and cultural poles communicate horizontally with each other through networks. Europe which has a rich transition past from the one form of social organization to the other (agricultural – feudal, industrial – capitalistic etc.) very soon realized the new changes. Thus, in the end of the '80s, Europe organized and implemented policies within the framework of the so called Information Society. The national ICT strategies form the policies for ICT with the economic growth, in order for the economic growth and employment to be benefited from the ICTs. Within this framework the ICT policies are mainly focused on the support of research and development, on innovation, ICT aptitudes, broadband access as well as on the spread to businesses and households of the electronic government, the electronic payment systems and of the security of the information systems. From the point of supply constant emphasis is given to the innovation, in particular to research and development programs. From the point of demand attention is paid on the increase of professional/ administrative ICT aptitudes and on their spread to companies, individuals and households, while a significant ICT booster to the society is the supply of more and secure electronic government services.

The first effort to establish an action plan for the Information Society was the eEurope Action Plan 2002. This action plan was adopted in June 2000 at the Feira Counsil as a supportive initiative that would power the general framework of strategic priorities –on a public policy level- that was called the Lisbon Strategy. The goal of eEurope 2002 was for Europe to move towards a cheaper, faster and more secure Internet, to wards the investment on the training of individuals- users and development of the appropriate aptitudes and boost of the Internet. The Action Plan was focusing on specific and accurately defined actions that concerned: a) the hasting of adoption of an appropriate legal/ institutional environment, b) the support of new infrastructures and services in European scale, c) the implementation of an open method of coordination and comparative evaluation (benchmarking), aiming at the adoption of best practices. The action plan was considered to be extremely successful and bringing significant changes to Europe towards the desirable direction.

In particular, significant progress was achieved on the majority of fields of action that the plan was oriented:

- The use of Internet from households was doubled and the penetration of 18% (March 2000) reached 42% on November 2002, while the penetration to population above 15 years old exceeded the 50%.
- The institutional framework, especially on the telecommunications field, was drawn, contributing to the forming of one of the most flexible environment that affected the new activity of electronic commerce.
- The access and usage cost of the Internet was reduced,
- The introduction of ICT in education was rapidly performed, especially on the primary and secondary level (93% of the schools was connected to the Internet on February 2002),
- The European field of research is benefited from high speed networks, with Europe creating one of the globally faster research centres (GEANT) connecting with high speed a vast amount of research centres and academic institutes.
- The number of governmental services that were electronically available was increased, the infrastructure for the smart cards emerged (a multifunctional technology that can improve the level of confidentiality and safety of the private life of the Information Society).
- The member states adopted directions for the electronic accessibility

The effectiveness and success of the e-Europe 2002 focused on the connection and spread of the use of the Internet in society, thus, supporting the first step of the entry of the citizens and enterprises to digital economy. E-Europe 2002 gave its place to a new plan for the Electronic Europe of 2005 (eEurope 2005), which was submitted from the European Commission prior to the Seville Counsil (2002). This plan along with the relevant policies for legislation and research, composed the three pillars of the European policy for the Information Society while at the same time, due to the simultaneous enlargement of the EU, the initiative eEurope 2003 was adopted by the member states of that time in order for the new countries to realize the convergence.

According to the European Commission, "the goal of the e-Europe 2005 Action Plan – focusing both on the aspect of supply and the aspect of demand – is to create a favorable environment for private investments and new employment posts, to reinforce the productivity, to modernize public services and to give to everyone the chance to participate in the global information society. E-Europe 2005 aims to encourage services, applications and the content on which they are based on a widely provided broadband infrastructure". The plan recognizes the important role of the market's mechanisms in the content, service and application development and seeks to transform the high interconnectivity levels to an economic activity.

Exactly this was the political selection of this plan: to transform the constantly increasing Internet connection to an electronic economic activity, in such a way so that it will constitute the driving force for growth in Europe. The implemented policy was focusing on the more effective use of the Internet and to the infrastructure upgrade in order for the economic system and its organizational procedures to be reformed. Until 2005, Europe should possess modern online public services with emphasis on the electronic government (e-government), electronic learning services (e-learning) and electronic health services (e-health) while at the same time a new dynamic electronic business environment (ICT demand) should have been created. These three sectors constitute significant sources of development of investments in ICT, because they stand for the 40% of the national budgets.

Significant emphasis was paid on the development of broadband, which was considered the basic catalyst for the development of these services, applications and content while increasing the connection speed the effective use of the networks increases as well. The achievement of a spread broadband access in competitive prices, ensuring at the same time a secure infrastructure for the transmission of the information (ICT supply) constitutes the main goal of eEurope's 2005 Plan (in correlation to the goal of the previous Plan for the "creation of an information society for all"), while the spread of Internet benefits is based on the availability of high speed access to the Internet between the citizens and businesses.

It should be noted that the Action Plan eEurope 2005 constitutes a framework of strategic movements which is however followed by programs – actions that constitute financial tools. Analytically the actions are:

- MODINIS: offered supportive services to the Coordination of the Open Method of eEurope, with a budget of 22 million Euros during 2003-2005.
- eTEN: reinforced and promoted the adoption of services that were based on ICT in non European countries. The budget for the period 2000- 2006 was 315 million Euros.
- eContent(+): it was aiming at the development of innovative actions with a budget of 100 million Euros. The suggested program eContent+ for the period of 2005- 2008 has a budget of 163 million Euros.
- Safer Internet(+): his goal was the protection of young individuals from harmful and illegal Internet material. The budget for the period 2000- 2004 was 40 million Euros while the new plan for the period 2005- 2008 has a budget of 55 million Euros.
- MEDIA Plus: introduced supportive measures for the strengthening of competitiveness of the European audiovisual industry and initially was ran from 2001 until 2005, extending its existence for one more year (2006).

The evaluation of this action plan has not finished yet. However, there is already some "hard evidence" that shows the achieved progress. In particular:

- The penetration of mobile phones has reached the 83% of the population of the EU and the 25.43% of its households (EU-25).
- 89% of EU's – 25 businesses have access to the Internet.
- 87% of EU's-25 big companies (250+ employees), 71% of the medium sized companies (50-294 employees) and 52% of the small have broadband access.
- 8.6% of EU's -25 population has broadband access.
- 40% of EU's-25 public services are available online and are fully interactive.

As it is clearly presented in the report of comparative benchmarking (Information Society Benchmarking Report), during the realization of the e-Europe 2005 plan, the spread of broadband access had a great success, since from the extremely limited connections of 2002 there is the possibility of supplying relevant services to almost all the citizens, with exceptions between the new member states and the thinly populated regions. It is noted that in 2004 few broadband connections could offer capacity over 3 Mbps. As far as the convergence of member states is concerned the progress is limited (especially the progress of the new members) despite the strong dynamic that they develop. The connectivity of businesses in the Internet is satisfying (with the convergence of the media included), however, the use of more developed ICT products, e-business applications among others, has not been spread.

On the level of public sector, the online availability of interactive public services increased, resulting in benefits for the citizens, something that should inspire member states to proceed in more intensive adoption of e-government policies. A sector that member states should ameliorate themselves is that of the vision for the Information Society for all, since big groups of the population (aged, of lower educational level, etc.) rest digitally marginalized, especially in states that have fallen behind as far as the adoption of ICT is concerned (Greece among others). Additional information for the effectiveness and progress that has been realized in various member states can be drawn from studies and researches that are carried out by reliable organizations on a global level. Generally speaking, the evaluation of electronic readiness (e-readiness) of the countries was at the centre of various recent studies.

Indicatevely, the study of Cap Gemini examined the progress in the Europe of the 25 member states and in Iceland, Norway and Switzerland during 2004 relatively to the supply of public services through the Internet, as well as the level of credibility of these services and classifies the countries according to their qualities. The three first countries are Sweden, Austria and the United Kingdom, while Greece is at the 19th place. One more study, which is carried out on annual basis, is the study of the Economist Intelligent Unit that compares the environment of electronic business in a wide range of countries (65 in total). The e-readiness index includes on the one hand the ICT infrastructure of a country and on the other hand the

capability of the citizens, businesses and public sector (governmental policy) of using ICT for their advantage.

The basic conclusions that the most recent study has reached as far as the studied countries' performance is concerned are the following:

- Denmark keeps itself on the top of 67 countries, keeping its superiority in comparison to USA which is gradually recovering at the beginning of 2005.
- Holland, Australia, Canada, New Zealand and Lithuania present the biggest progress in the list in comparison to 2005.
- Hong Kong is considered the leader of digital "tigers" in Asia – Oceania.
- The developing countries are still behind because of the lack of progress in fundamental infrastructures, with the exception of small steps of progress by some of them but without large benefits in terms of classification in the relevant list.
- Greece is in the 29th place (fell down one place in comparison to 2005) which is the last position among the older members of the EU.

Further down the conclusions of the recent study are analyzed further in relation to the competitiveness of the EU countries (15), the new Member States and the EU candidate countries in the sectors of Information and Communicatio Technologies within the framework of the eEurope 2005 Action Plan and the directives of the European Union.

In particular, an eEurope 2005 Index was established that comprises the indexes of the Internet (for example, citizens' and businesses' access to the INternet), the access cost for the contemporary public services that are offered on the Internet (electronic government, electronic education, electronic health), the environment of the electronic business (sales and purchases via Internet, business readiness), the security of the information infrastructure (for example, security of the electronic commerce), and broadband access (access and subscribers). The index's weighting is as follows: 1/5 (Internet index) + 1/5 (modern online public services) + 1/5 (electronic business environment) + 1/5 (information infrastructure security) + 1/5 (broadband access). The countries' performances average has been standardized on 0, in order for the positive and negative performance to represent the countries that show upper/ lower performance in relation to the average.

On the basis of the analysis, five groups of countries are presented with common characteristics and performances:

- Group I consists of countries that can be considered as the world leaders in Information and Communication Technologies. The performances in this Groups of countries is on average higher

than 0.75 and consist of seven countries: Denmark, United Kingdom, Sweden, Finland, Germany, Holland and Austria. Three of these countries aer shown in the first ten places of the world classification and in the study of World Economic Forum (WEF) & INSEAD 2005-2006 and they constitute an example of best practices that can be adopted from the rest of the countries towards the development of Information and Communication Technologies.

- Group II consists of countries that mirror the average level of of the European Union, presenting performances between 0 and 0.75. They have good ICT infrastructures and a high ICT usage degree by citizens, businesses and the public sector. This Groups consists of Belgium, Ireland, Estonia, Luxemburg and France. These countries also are positioned relatively high (between the 26 best countries) in the study of WEF & Insead 2005-2006. Estonia is in the 1st position among the newly integrated Member States and moves along Europe's-15 average in relation to the comparable indexes of eEurope 2005.
- Group III consists of five countries which are classified lower than the European average. This Group consists of Spain, Italy, Portugal and Greece and are positioned in the lower level of ICT development among the oldest Member States with Slovenia (from the new member states) completing the list.
- Group IV consists of countries that their performance is between -0.5 and -1.0 in comparison to an average of 0.47 of Europe-15. The Group consists of five new member states (Lithuania, Latvia, Czech Republic, Poland and Slovakia) and one candidate country, Romania. These countries are positioned relatively low in the study of WEF & Insead 2005-2006 but it is worth mentioning that the Czech Republic and Slovakia climbed from 40th place to 32nd and from 48th place to 41st last year. It seems that these countries need further development and intensive effort in order to move along the level of indexes of eEurope 2005 in Europe-15
- Finally, Group V consists of a new member state, Hungary and one candidate country, Bulgaria; countries that have a great distance to cover in terms of the average performances in the Europe 2005 indexes.

The need for a complete embodiment of the goals that were set during the past years, the emergence of new important tendencies that alter the environment of ICTs, the new goals of the Lisbon strategy and the demands on behalf of member states for clearer implementation mechanisms have led the European Commission to propose a new strategic plan, the i-2010, European Information Society 2010 (it will succeed the eEurope 2005 Action Plan). Before that an ex ante evaluation method was carried out during of which three wide choices that the European Commission could follow after 2005 were examined:

- Choice 1: no new initiative is to be taken, which means that no additional Action Plan will be established and turn to separate but in parallel policies concerning the Information society.
- Choice 2: to define a new eEurope plan, which means a continuity to the Action Plans that preceded during 200-2005.
- Choice 3: development of a general policy framework, which means a more flexible policy framework that includes a supervisory approach of the Research, the institutional framework, of the realization and implementation methods of the measures and of the adopted policies.

For each of these choices the European Commission examined what mechanisms will put into action, what are the consequences on various levels and what are the risks and the insecure elements. These procedures led to the third choice, the establishment of a new strategic framework.

The new i-2010 model constitutes a strategic framework that sets the orientations of the public policy for the next period and with a time mark of 2010, which is the time limit of the realization of the wider strategic goal of Europe (Lisbon) which is the increase of the competitiveness of the economy of knowledge in the world. According to the new plan, an open and competitive economy is promoted, while the ICT is set as the driving force of social integration and upgrade of the quality of life. The strategy i2010 is based on an integrated approach to the Community's policies for the Information Society and the audiovisual means which goes along with the goals of Lisbon for economic growth and employment.

This strategy sets three priorities:

- The completion of the single European information space which promotes an open and competitive internal market for the Information Society and mass media. The goal is a single European information space which will provide affordable and secure communications of various content and mainly digital services.
- The reinforcement of innovation and investments for ICT research, for the promotion of development as well as for the creation of more and better employment posts. The goal is the achievement of world class performances in the field of research and innovation, thus, converging and eliminating the gap in relation to Europe's main competitors (USA, Japan.
- The realization of a European information society without digital exclusion, that will promote development and employment in a compatible way with the sustainable development and sets as a priority better public services and improved life quality. Thus, the goal is an Information Society for all, with high quality services that promote citizens' quality of life.

In each goal the fields where initiatives have to be taken are analyzed along with the challenges that have to be dealt with. As far as the first goal is concerned, noted are the recent technologies that transform the

activities of social and economic life, the possibility for new services that are adapted to the needs of individuals and the phase of digital convergence that is based on the new developed networks and channels of content transmission. These developments boost the economic growth and employment but influence the ICT sector itself. On the other side, the digital convergence leads to the global increase of competition. Thus, in order for Europe to benefit from these developments it must continue to "revitalize" the favorable developments in the market and has to promote the Information Society.

Four challenges- needs are emerging as issues and Europe has to take action:

- Faster broadband services in Europe for the transmission and distribution of digital content.
- Enriching of the digital content and encouragement of new online services providing legal and economic security.
- Improvement of the interoperability
- Safer Internet in order to increase the trust of its use from consumers and investors.

For the economic exploitation of digital convergence the following measures will be taken:

- Revision of the regulatory framework of electronic communications along with the defining of an effective strategy for the management of the radio spectrum.
- Creation of comprehensive framework of the internal market for Information Society and mass media services.
- Continuation of the support of the creation of a European digital content.
- Definition and implementation of the strategy for secure Information Society
- Determination and promotion of actions for interoperability and for the management of digital rights in particular.

In relation to the second goal, the importance of ICT for the entire economic growth, the improvement of productivity and business innovation is noted along with the basic volumes that concern the ICT products/ services in Europe. Despite the fact that Europe is the leader on global level in electronic communications and has a strong place in sectors like nanoelectronics, microsystems and integrated systems, falls significantly behind in investments for research and innovation and especially in ICT investments. There doubts expressed weather Europe can achieve investments of 3% of the GNP which is nevertheless the strategic goal of 2010. In addition, the difficulty of the media to adopt ICTs in their daily business operation due to the lack of interoperability, credibility, security, high support cost and due to the difficulties in organizational reforms is remarked. The need for new integrated solutions of electronic business will lead to

the increase of ICT business use on a medium-term basis, however, the need for the rapid transfer of the results into the market, however, is bigger.

Consequently, for Europe to be able to improve its performances in the field of research and innovation within the i2010 strategic framework, the Commission:

- Proposes the increase by 80%, until 2010, of the subsidy for ICT research on a community level and calls for the member states to do the same.
- Sets up research and development initiatives in order to deal with basic bottleneck points which require technological and organizational solutions.
- Determines supplementary measures for the encouragement of private investments in ICT research and innovation.
- Sets as a priority the research in the ICT field around the basic technological pillars of the 7th FP.
- States specific proposals for the achievement of an Information Society for all within the framework of the strategic directions of the Community relatively to Coherence.
- Determines the policies of electronic business that aim to the removal of technological, organizational or legal barriers to the adoption of ICT by the small and medium sized companies.
- Develops tools for the support of new employment models that will improve the innovation in businesses and at the same time help in their adaptation for the need of new aptitudes.

As far as the third goal is concerned, the Commission notes that the large population groups are marginalized from high quality public services that are based on ICT and improve the quality of life. The full participation of all the citizens in the Information Society supports the reinforcement policies of social cohesion and economic convergence; so Europe must cater for the supply to all the citizens of the basic digital training. The electronic public services for example, that constitute the spearhead for the spread of ICT to the population, have significantly developed, however, there amny things to be done in order for the economic impact to be proved and to have social coherence.

Analyzing the benefits that ICTs bring in the improvement of citizens' life quality on various levels (public health and care systems, strengthening of the European cultural diversiforms, environmental benefits, safer and energetically efficient transports) the Commission reports that will adopt certain measures like:

- The issue of directions of policies for issues of electronic access and broadband coverage by taking various measures of research and encouragement in order the ICT systems to be easy to use in a wider range of population.
- Actions for the electronic integration,

- Promotion of the public services that use ICT as well as a general action plan for electronic government.
- Demonstration projects in order to test, on a business level, technical, legal and organizational solutions for online public services
- Promotion of three initiatives for the quality of life in ICT.

In this vision of the new i-2010 strategy and in the initiatives that were mentioned before, apart from the European Union, all the member states should be together, through the promotion of national transformation programs that will define the national priorities of the Information Society and through the harmonization of the institutional framework that relates to digital convergence, increase of the ICT research from national resources, through the improvement of public services that use ICT and through the promotion – via their buying power – of the innovative products (national preference). The enterprises should increase their investments in ICT supporting further an innovative Information Society. A report was issued recently with the results of the 2010 strategy, a year after its official adoption.

Apart from the institutional and procedural initiatives that the Commission has taken, there is an important and measurable progress:

- The number of broadband connections in Europe has reached 60 million resulting in 13% of penetration in EU and 25% penetration in households.
- After efforts of the Commission, on July 2006 the plan for the cost reduction as far as the roaming of mobile phones is concerned will be completed.
- Over 1.5 million names .eu were registered the first day of operation of the new European domain. The .eu gives a European identity to companies, citizens and public services protected by European Union laws.
- The new e-government action plan was announced, setting as primary goals: access to the digital technologies to all the citizens, increase of the effectiveness of the public services, new project for the electronic procurement in the public sector, secure access to services, ICT use for effective participation to public affairs.

The main findings of this subsection could be summarized as follows:

- The first substantial and significant initiative on a common community policy level in the field of Information Technology was the eEurope 2002 Action Plan, which was considered to be successful and brought significant changes to the European environment (the household use of the Internet increased from 18% on March 2000 to 42% on November 2002, penetration of over 50% in the

population of over 15 years old, rapid ICT entry to the education, increase in online public services).

- The next initiative, eEurope 2005 Action Plan aimed to the achievement of a pread broadband access in competitive prices, ensuring at the same time a secure infrastructure for the transmission of the information. The clear political selection of this plan was to transform the substantial electronic economic activity in such a way that would constitute a driving force and development for Europe. The main pillars of this plan were modern online public services (egovernment), electronic learning services (e-learning) and electronic health services (e-health). Significant attention was paid to the development of broadband which was considered as the basic catalyst for the development of these services, applications and content.
- Even if the evaluation of the effectiveness of the eEurope 2005 Action Plan has not yet finished, a recent grouping of the countries based on the criterion of their performance as far as the goals of the eEurope 2005 action plan is concerned led to five groups of countries: Group I (Denmark, United Kingdom. Sweden, Finland, Germany, Holland and Austria) consists of countries- leaders in the integration of ICT and constitute an example of best practices. Group II (Belgium, Ireland, Estonia, Luxemburg and France) consists of countries that are on the average level of the EU, with very good ICT infrastructures and a high degree of ICT usage from citizens, businesses and public sector. Group III (Spain, Italy, Portugal, Greece and Slovenia) consists of countries that are classified below the European average and thus, are placed to the lower development level in ICTs among the older EU member states. Group IV consists from five new member states (Lithuania, Latvia, Czech Republic, Poland and Slovakia) and Romania and need further development and intensive effort in order to keep up with the level of the eEurope 2005 indexes in Europe-15. Finally, Group V consists of Hungary and Bulgaria, which have a great distance to cover in order to reach the average performances of the eEurope 2005 indexes.
- The i2010 initiative that was adopted as the next step, falls within the framework of the policies that comprise the strategy of Lisbon. The goal of this initiative is a more flexible approach and expanded coordination between the Commission's services and those of the Member States, better coordination between the policy and innovation services, synergy between the various financing tools. Three are the main priorities that the strategy i-2010 sets: a) the completion of the common European space of information promoting an open and competitive internal market for the Information Society and mass media, b) the reinforcement of innovation and investments on ICT research, as well as the creation of more and better employments posts and c) the achievement of a European Information Society without digital marginalization, that will promote the development

and employment in a compatible way to the sustainable development and that sets as priority better public services and improved quality life for all the European citizens.

- The direction of public policy is turned to the reinforcement of the bonds between the organizations of economic growth and technology, efforts are put for ensuring the coordination of the policies that concern ICT in order to optimize their influence and at the same time attention is paid on the evaluation of these policies. With the increase of connectivity, the effort is focused on more complex strategies of electronic commerce, that include measures that aim at the mass media, measures for the general spread of ICT as well as policies concerning the training.

11.2. A comparison of the Greek Digital Strategy to the i2010 initiative

The i2010 initiative constitutes a strategic plan that defines the general orientations on a policy level in order to realize the decisions of Lisbon – and of the supplementary eEurope action plan - concerning the establishment of an information society without marginalization, based on the wide use of information and communication technologies (ICT) by the public services, the mass media and households.

Within this framework, the i2010, based on continuous negotiations, suggests priorities for Europe's policies as far as the information society and mass media is concerned. The implementation of these policies will allow for the realization of the specific goals like:

1. Common European information space that will provide affordable and secure communication of wide range as well as digital services of various content.
2. World class performances in ICT research and innovation, closing the gap with Europe's competition leaders.
3. An information society without marginalization that will provide quality public services and will promote life quality.

The digital strategy constitutes a whole of actions for the period of 2006- 2013, with the goal of Greece scoring significant progress – a digital leap as it is described – in productivity and quality of life through the use of information and communication technology.

In particular, the Digital Strategy defines six specific goals the realization of which will offer new passages for the development and prosperity of the citizens and businesses. In particular:

In the direction of productivity's improvement,

1. The promotion of use of information and communication technologies in order for the productivity to be improved and thus the productivity of Greek economy.

2. Use of the technologies for the amelioration of internal procedures of the public sector facilitating at the same time the operation of the country's business network.
3. The amelioration of the information and communications technology sector and its support in order to contribute more to the country's GNP.
4. The reinforcement of entrepreneurship especially in sectors that produce or use technology.

In the direction of life quality amelioration,

5. The more dynamic use of new technologies by citizens on a daily basis.
6. The development of digital services that will save time and offer new possibilities to the citizens in order to avoid bureaucracy.

The first difference of the two frameworks lies on their realization time period. The i2010 will be completed on 2010 trying to realize the reformed eEurope plan as soon as possible, while the Digital Strategy places the realization of its goals by the end of 2013 which falls in the same time period with the completion of the 4th CSF, which constitutes one of the main tools for its completion. On design level the i2010 initiative constitutes a wider framework which influences the realization of the co-financed programs, like Digital Strategy.

As far as the nature of its goals is concerned, the i2010 initiative creates the political framework for the realization of each of its goals through a whole of political and organizational intervention on a community level. The Digital Strategy on the contrary, designs and realizes specific actions on national level aiming at the achievement of specific measurable goals (percentage of public electronic procurements, average time that can be saved of the use of the electronic services etc.) in short and medium term time period.

In addition, as far as the object of their goals is concerned, the i2010 initiative as a whole of political interventions, presents a quite wider range that includes the creation of a single European space for communications, supply of content, digital services, the support of research and innovation as well as the improvement of life's quality through the removal of social exclusions. On the other hand, the Digital Strategy, as a realization action set, aims at more specific goals like the support of productivity, the amelioration of public sector, the promotion of ICT use by businesses, the reinforcement of entrepreneurship, the creation of digital services.

In the current phase, the i2010 initiative creates a framework that defines the framework of developments as far as the future of the information and communication technology is concerned on a European level while the Digital Strategy supports (through the design and financing) the realization on a national level of one part of these developments that can be realized at this period of time. The Digital Strategy, it would be

useful, to adopt in the future a more intense political dimension defining and realizing at the same time an amount of political interventions which would "touch" or "expand" the i2010 respective ones on the basis of the special characteristics of Greek reality. Something like that will allow the Digital Strategy to define itself constituting a comprehensive framework not only of realizing interventions but political ones as well, creating the suitable conditions for the optimized use of the information and communication technologies in our country.

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Appendix A: Report sheet of best G2B practices on European and international level

R/N	Title		
Country	Organization in charge of implementation	Organization in charge of operation	
Domain	Administrative level	Theme	Users group
Case description (Abstract)			
Attributes / Rationale for inclusion in BP			
1.			
URL			
Implementation date	Implementation cost		
Contact details			
Name	E-mail	Address	

Phone	Fax		
Additional data/ resources			
Relative Links			
Awards			
Year	Award	Agency