



# eGovernment Benchmarking in Europe Past to Present to Future

United Nations

6 March 2013



# Content

- **History of European eGovernment Benchmarking Since 2001**
- **Previous Benchmark results along 4 key questions:**
  - *Is Europe providing fundamentally better services?*
  - *What challenges lie ahead of Europe to truly transform?*
  - *Are European governments empowering users?)*
  - *Are fundamental IT enablers in place?*
- **The Present and Forward Agenda**





**Public service is doing great!**





**And government operations  
are very efficient!**

**But still there are some issues to address for the future...**

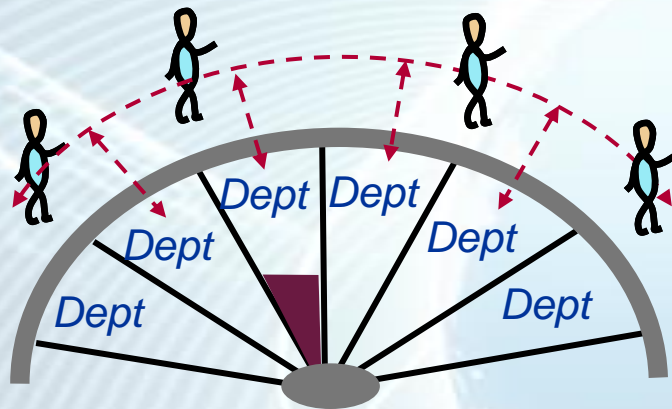




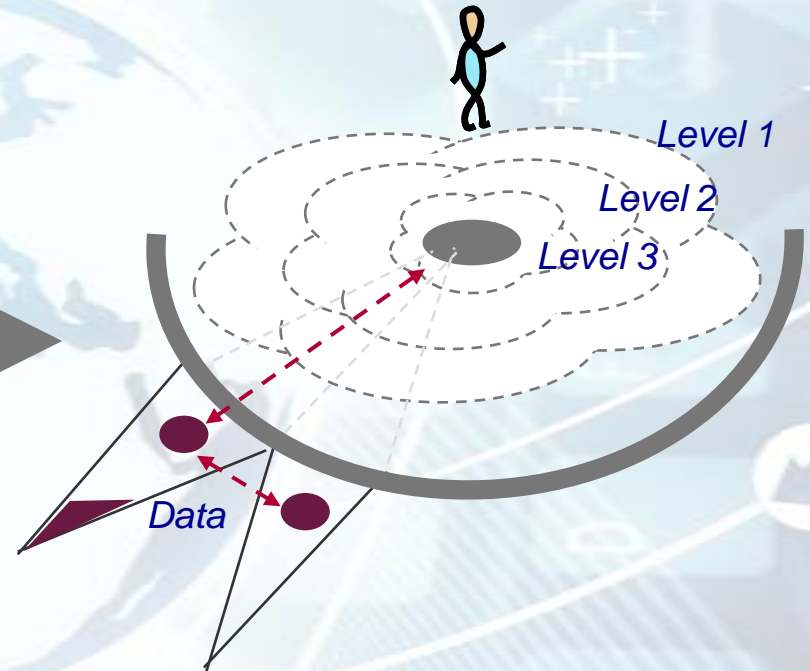
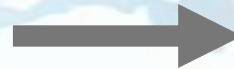
And citizens expect to be heard and served!



# So is government changing it's model yet?



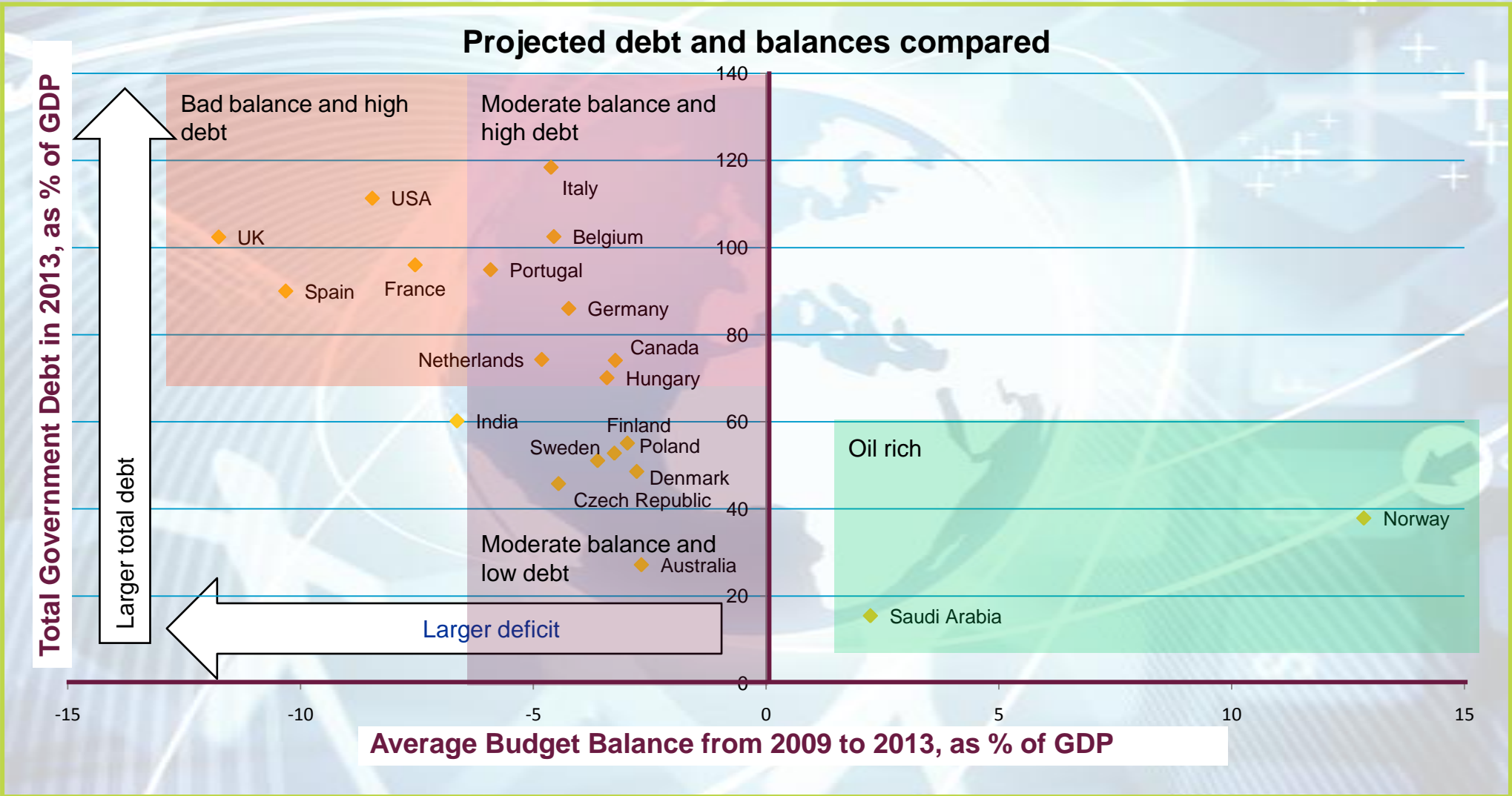
*Administration-Centric  
Model of "YOU"*



*Customer-Centric  
Model of "ME"*

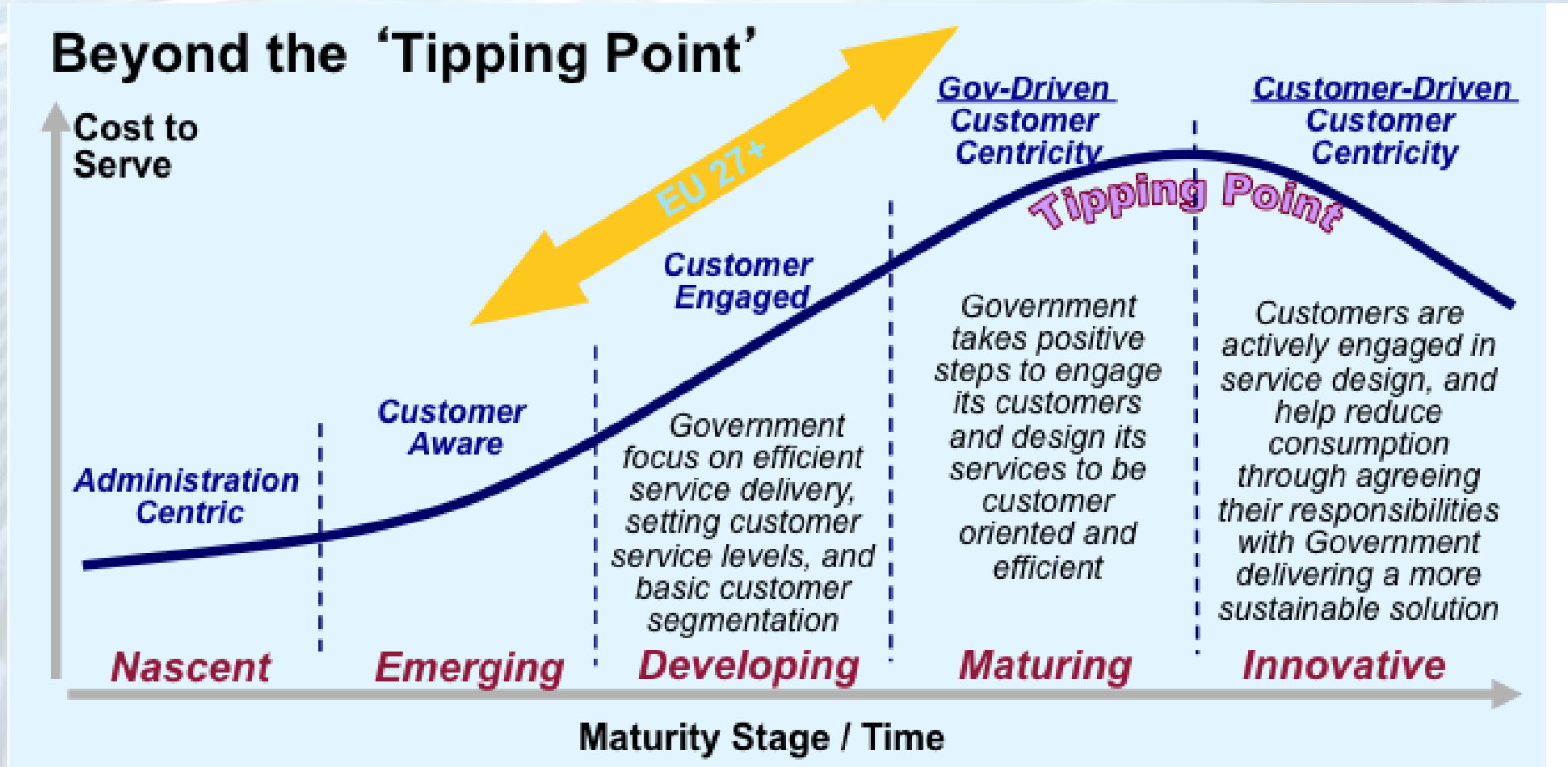
*...and what role would eGovernment play if we did?*

# Most Countries face a long-term budget crisis





# Governments must transform the relationship with the customer



# Benchmarking ensures governments keep up with the times

## The twin challenges of the next decade are major ones

- Slowdown of economic growth
- Global population tripling in one lifetime
- Leading to: Squalid urban conditions, rising public health costs, environmental and security challenges ...
- People get lost in the information overload and
- Are increasingly disengaging from democratic processes

## Benchmarking informs and steers public sector performance and is hence an essential part of the response

- Can make public services 'twice as good, in half the time, for half the cost'
- Governments respond faster and smarter
- Customers are taking charge

**Benchmarking is the first step of a continuous benchlearning and improvement cycle**

# e-Government Benchmarking in Europe since 2001





# The EU eGovernment Benchmark

- European Commission sponsored
- Collaborative process with countries
- Since 2001 – so years of comparable data
- 14,000 websites
- 20 ‘basic services’
- eProcurement (2009) on 754 Procurement Portals
- User-Experience Indicators

And a significant revamp in 2012...

# The previous benchmark measurement was published on February 21st 2011

High level results presented at the Open Gov Congress in Brussels, 15th/16th December 2010

Report is available on the web site of the European Commission, DG CONNECT through:

[http://ec.europa.eu/information\\_society/newsroom/cf/item-detail-dae.cfm?item\\_id=6537](http://ec.europa.eu/information_society/newsroom/cf/item-detail-dae.cfm?item_id=6537)



# EU focus on the progress on eGovernment

2001  
2009  
2010

Digitizing Public Services in Europe:  
Putting ambition into action  
9<sup>th</sup> Benchmark Measurement | December 2010  
Prepared by Capgemini, IDC, Rand Europe, Sagat and DTI  
for: European Commission, Directorate General for Information Society and Media  
© 2010

20 Services

User Experience

Usage & Outcomes



eProcurement

Regional/Local Analysis

Country Landscaping

Business Life Event

Leading (International) Practices

Horizontal Enablers

Citizen Life Event

Action Learning Groups (ALGs)

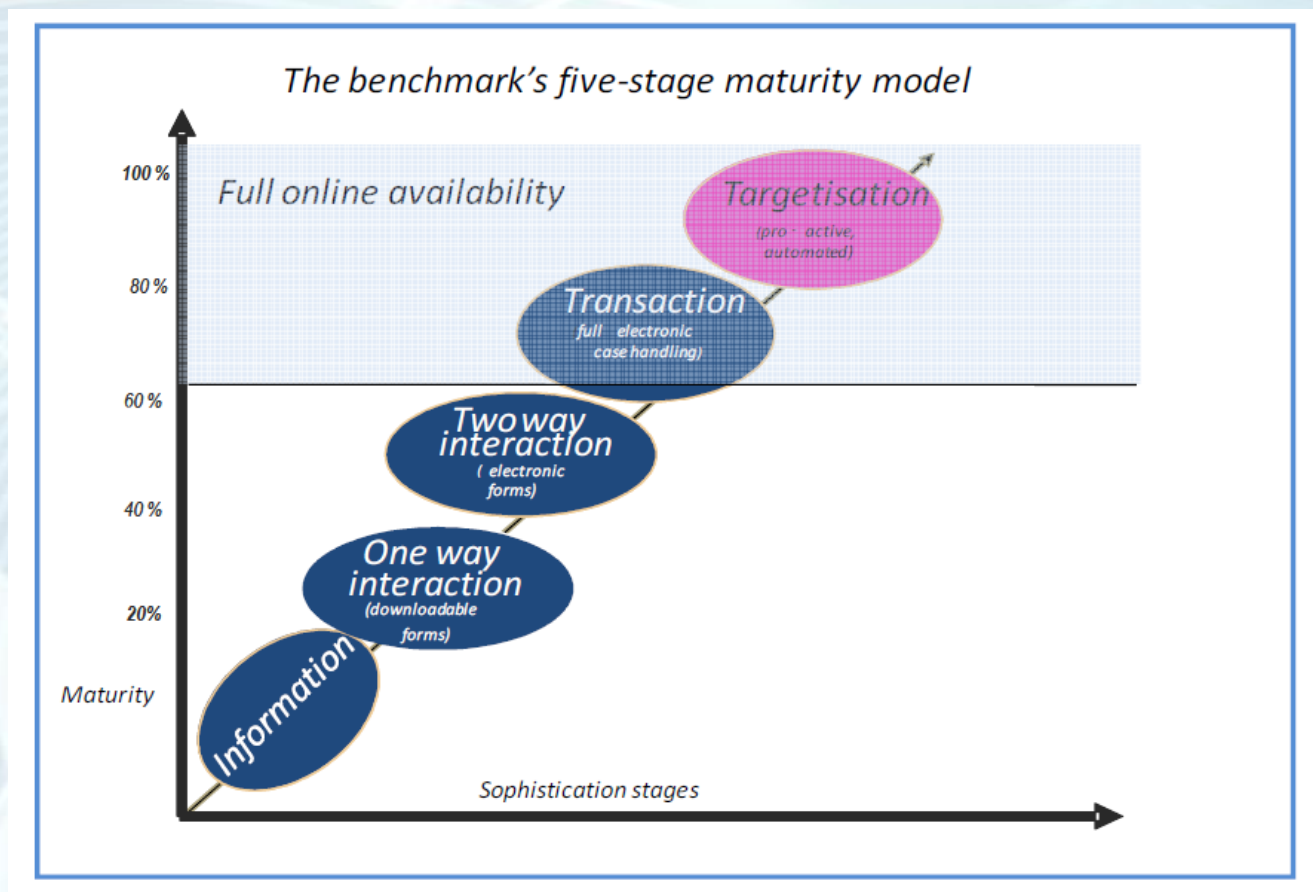


# Is Europe providing fundamentally better services?

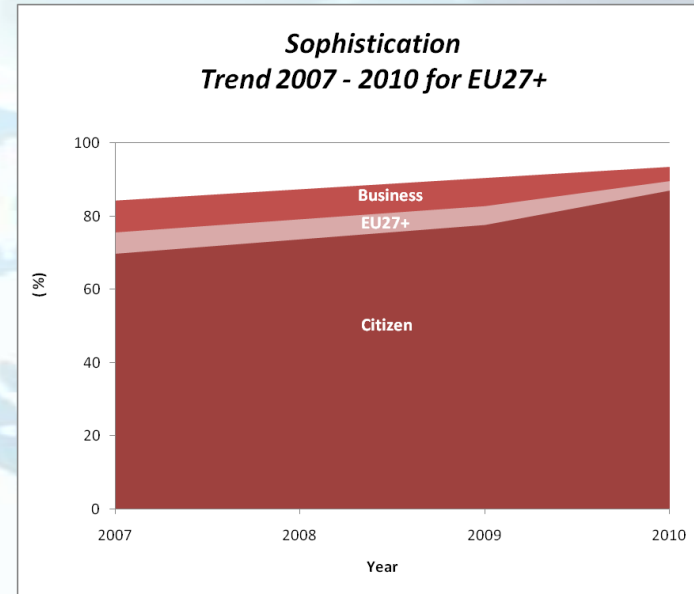
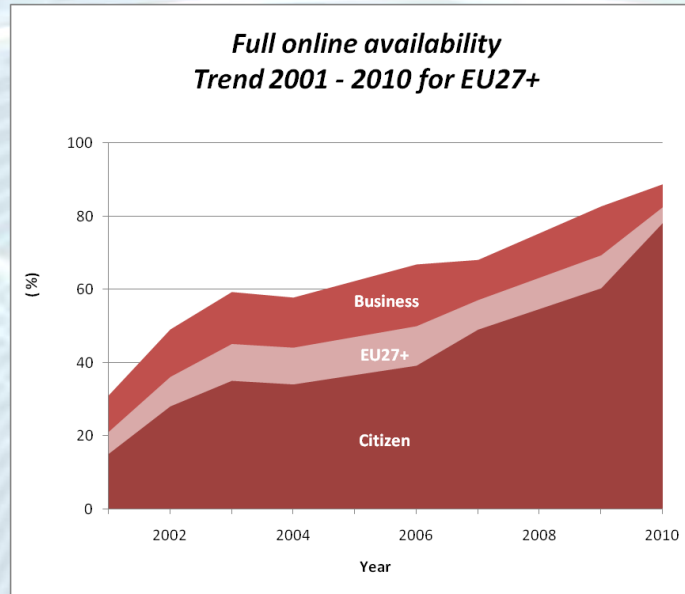
- *Basic 20 services & eProcurement*
- *Regional analysis, efficiency and take-up*
- *Life Event Measurement*
- *Horizontal Enablers*



# The historical (previous) benchmark maturity model



# Over the past decade the 20 basic services demonstrate clear progress towards better technology-enabled public services



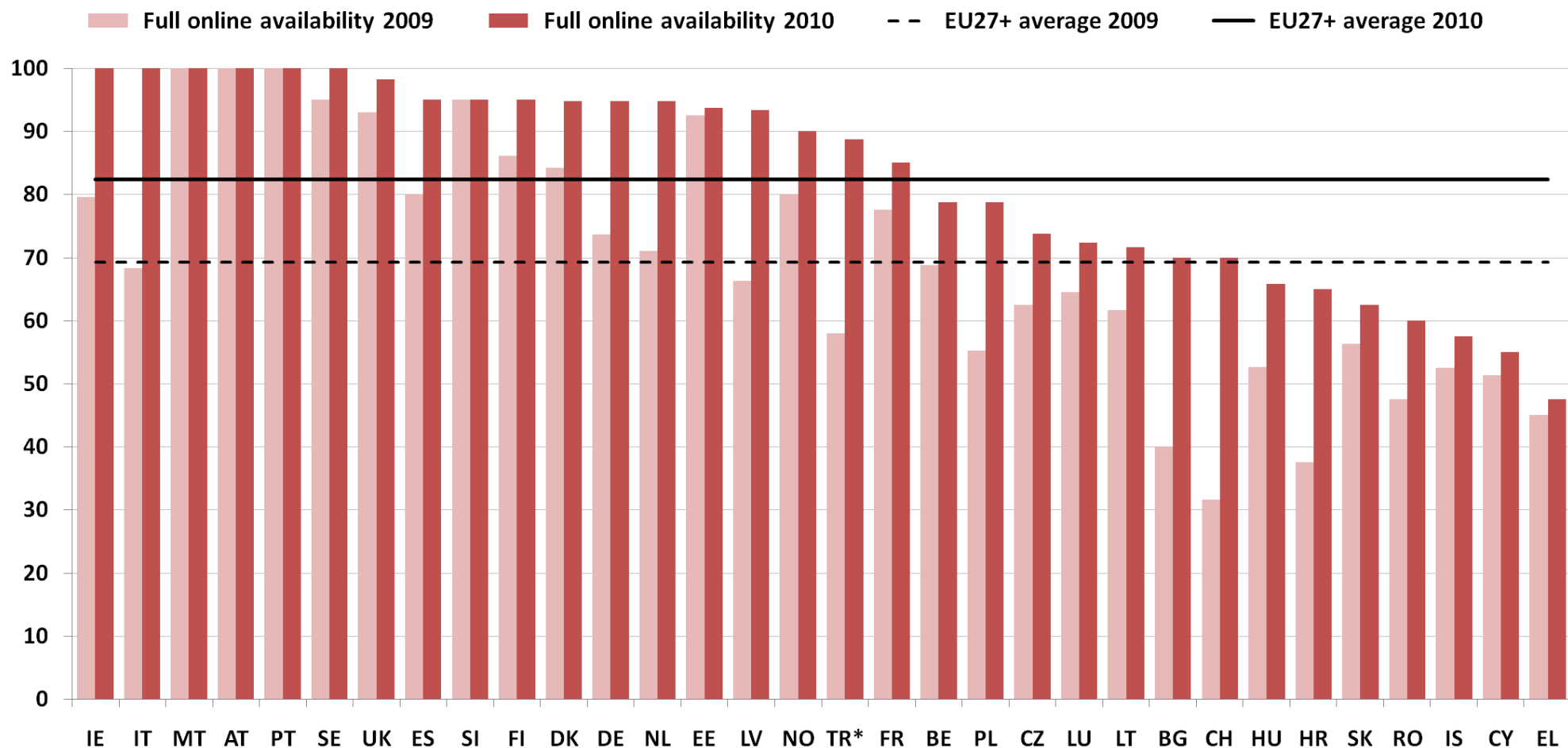
- Majority of services is available online
- Services are increasingly interactive and transactional
- Gap between businesses and services is narrowing

**However, we are provided with multiple reasons to continue to advance and at greater speed.**

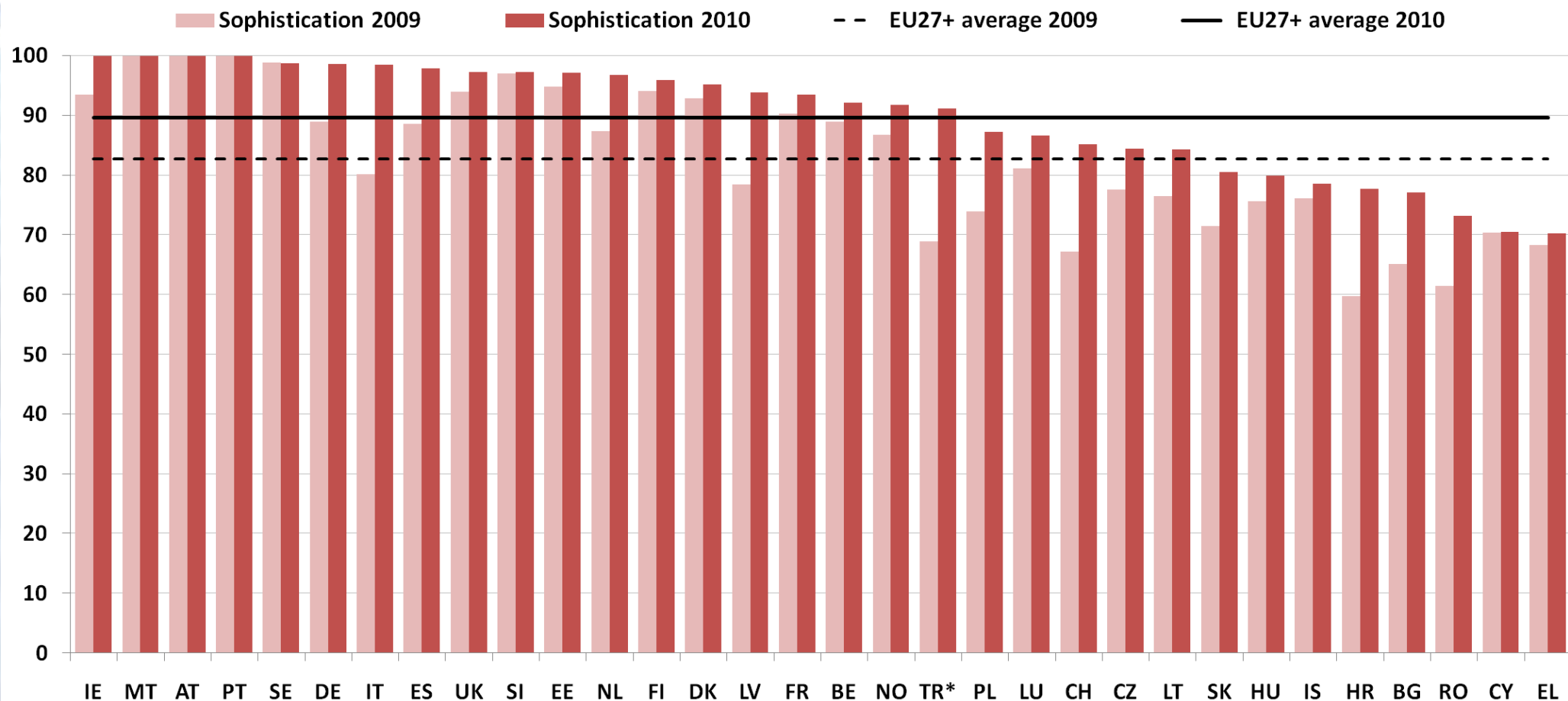




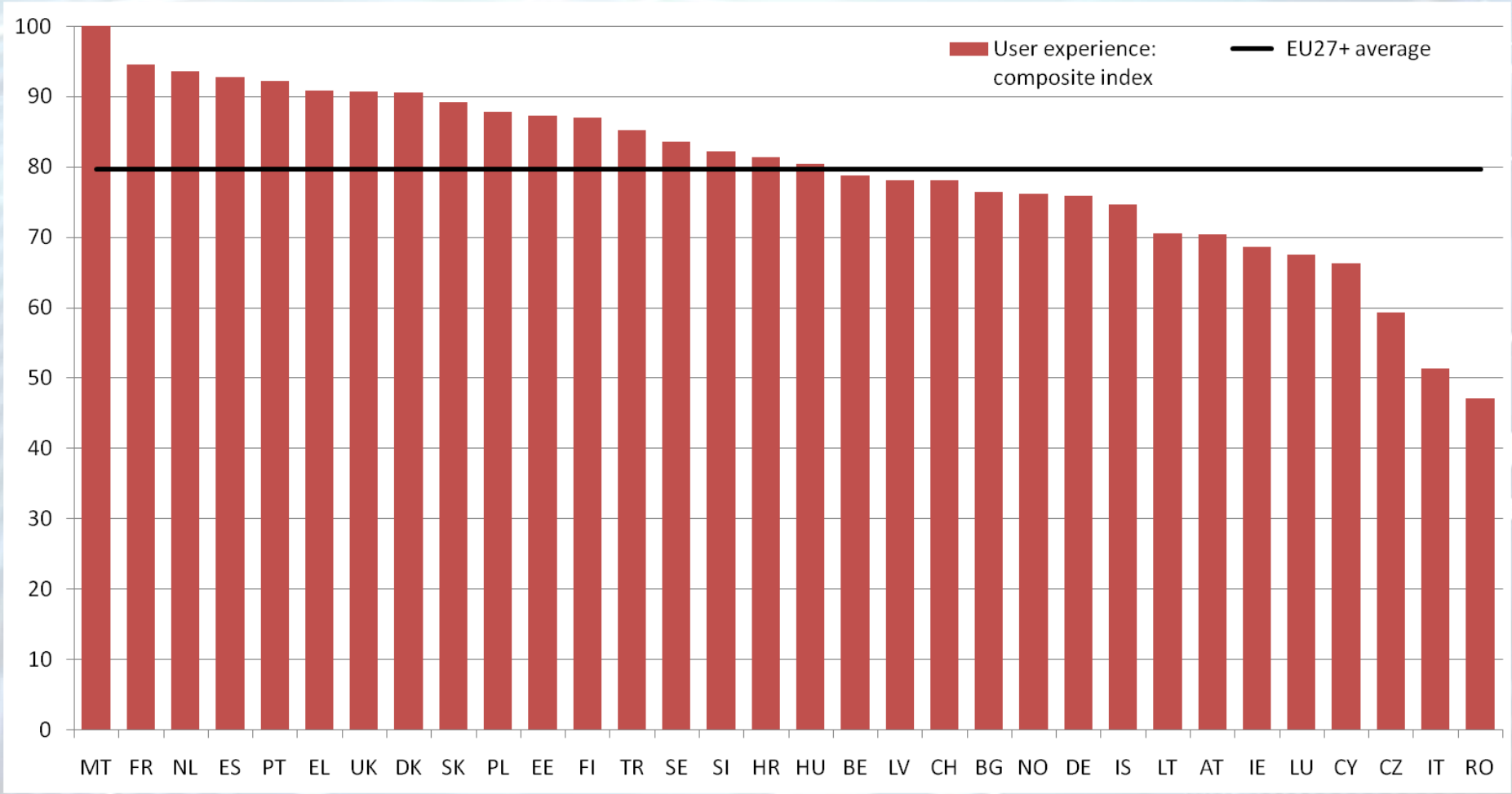
**On Full Online Availability the EU27+ average reaches 82% in 2010 (compared to 69% in 2009). The benchmark reveals that in Italy, Malta, Austria, Portugal and Sweden all 20 services are now 100% e-enabled**



**The EU27+ score for sophistication of the 20 services now stands at 90% (increase of 7% since 2009). The top performers are Ireland, Malta, Austria and Portugal (all at 100%), followed closely by Sweden, Germany and Italy (at 99%), followed closely by Sweden, Germany and Italy (at 99%)**



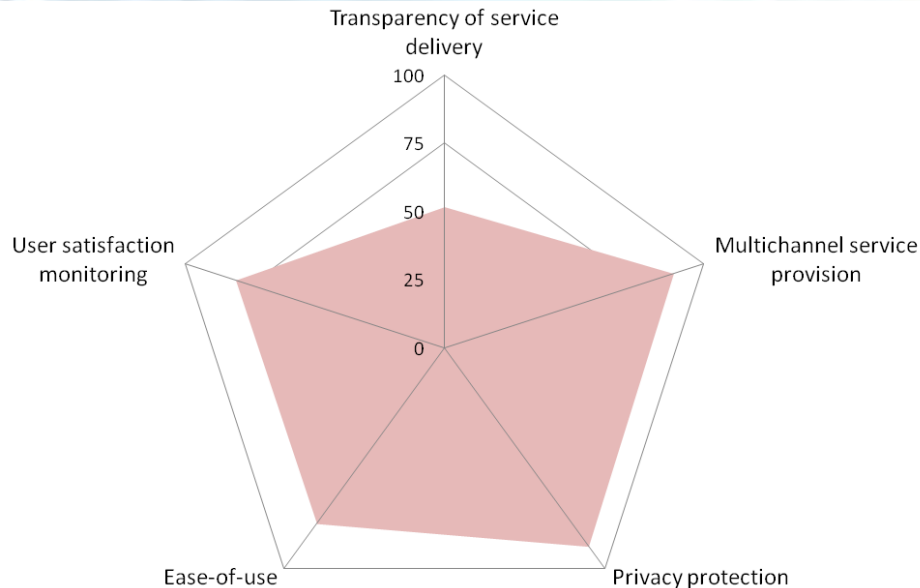
# The overall user experience for EU27+...



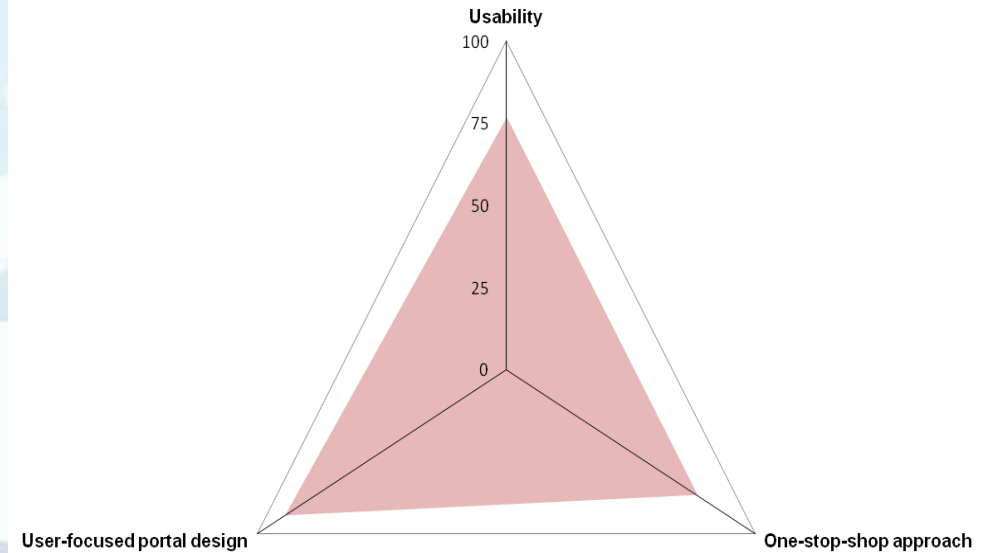


# ...which consists of the subindicators user experience of 20 services and user experience of national portal

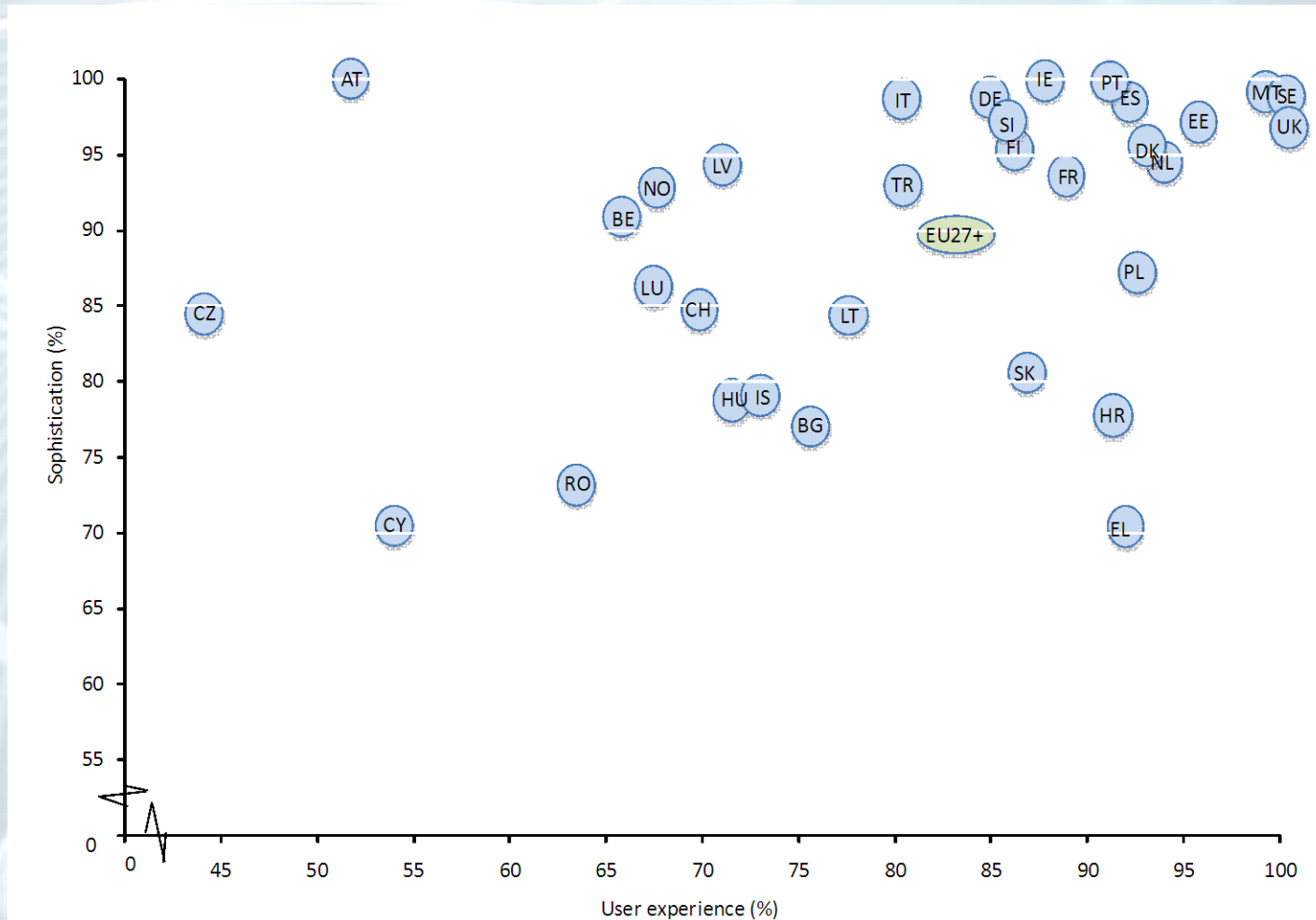
## User experience of services



## User experience of national portal



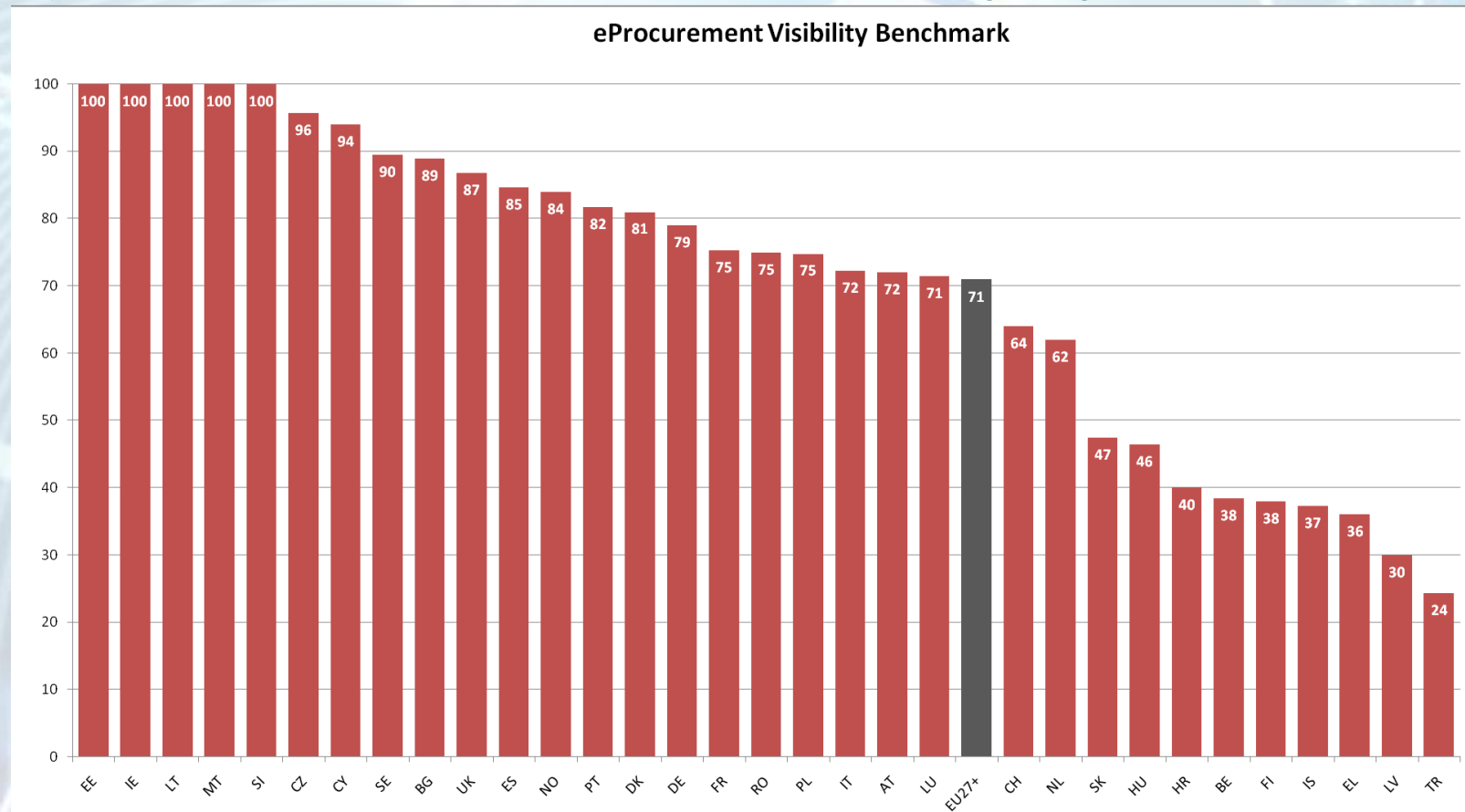
## Sophistication versus user experience: Sweden, Malta and UK leading



# eProcurement is a vital high-impact service representing a major portion of Europe's economy

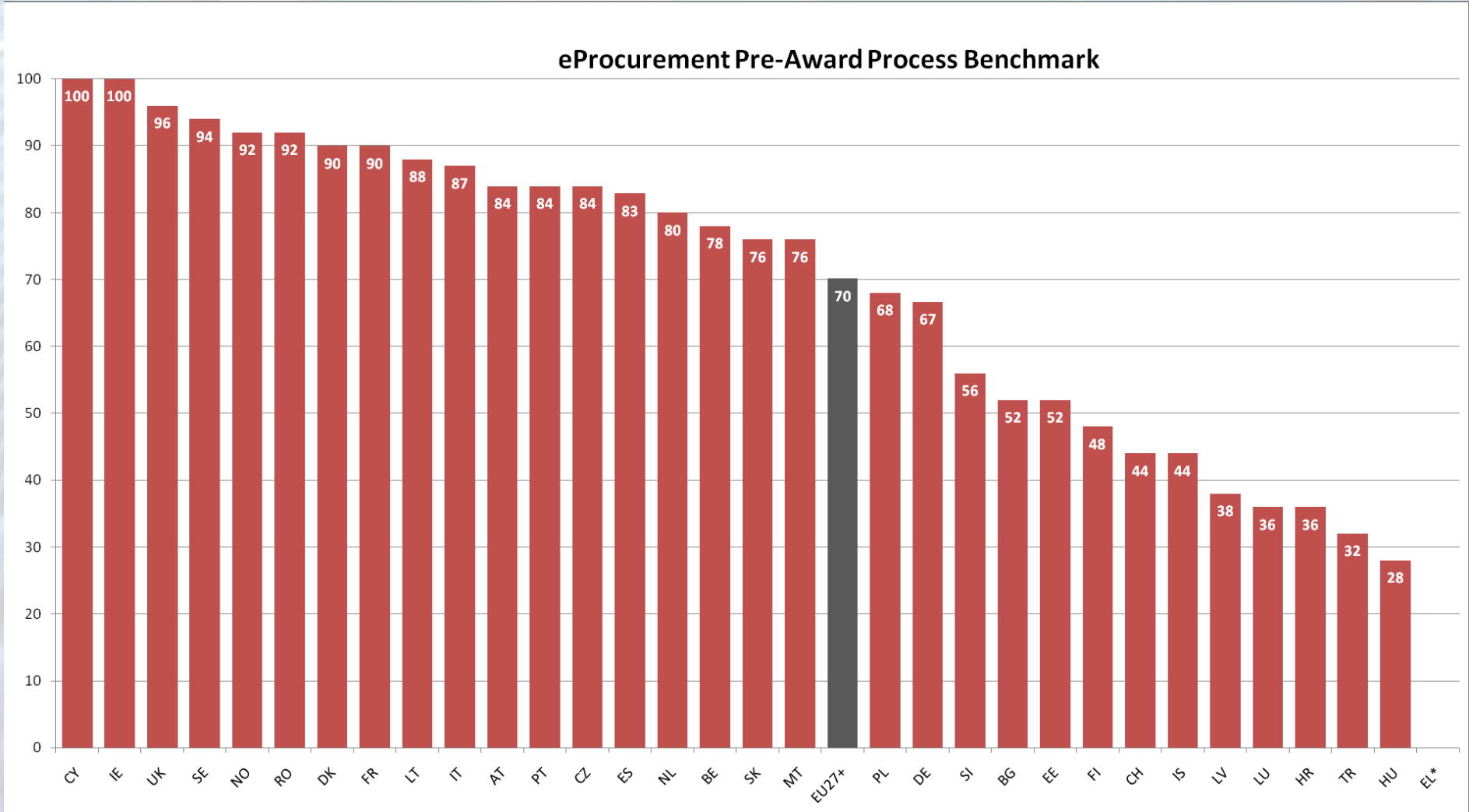
€1.3 trillion of public administration expenditure

- Europe has not reached Manchester goals (100% availability, 50% take-up), even though progress in availability has been substantial and half of the countries are getting close;





# eProcurement Pre-Award Process Availability shows there is clear room and need for improvement



# What challenges lie ahead of Europe to truly transform?

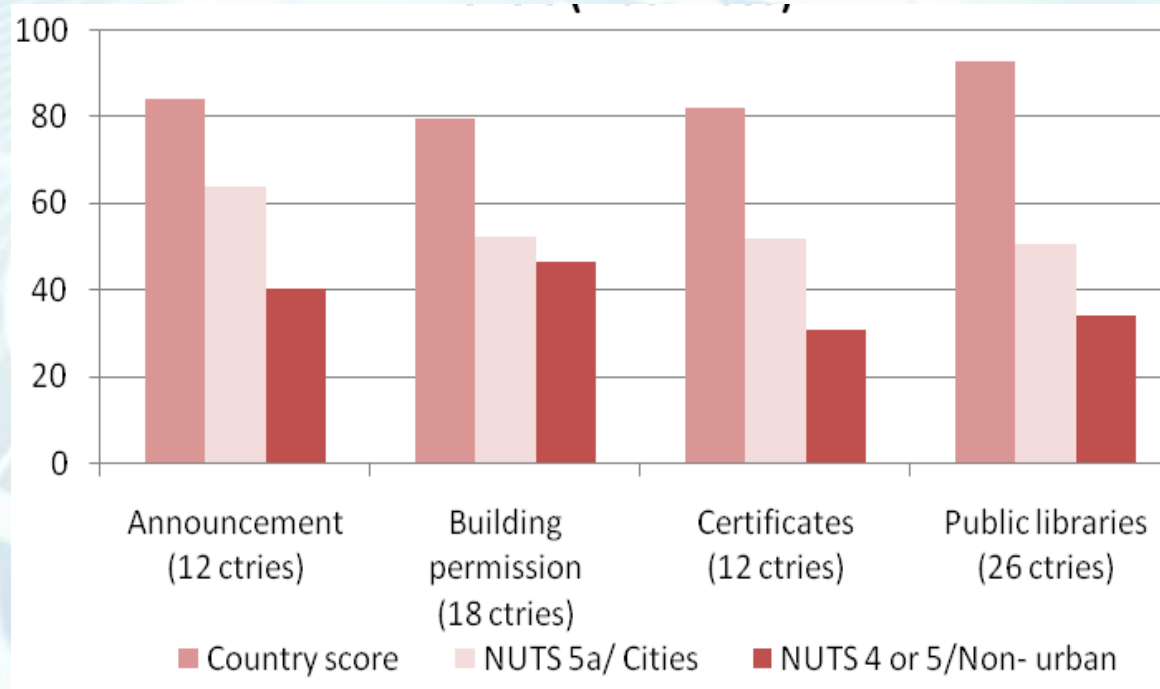
- *Basic 20 services & eProcurement*
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# Regional and local eGovernment in Europe: significantly challenged

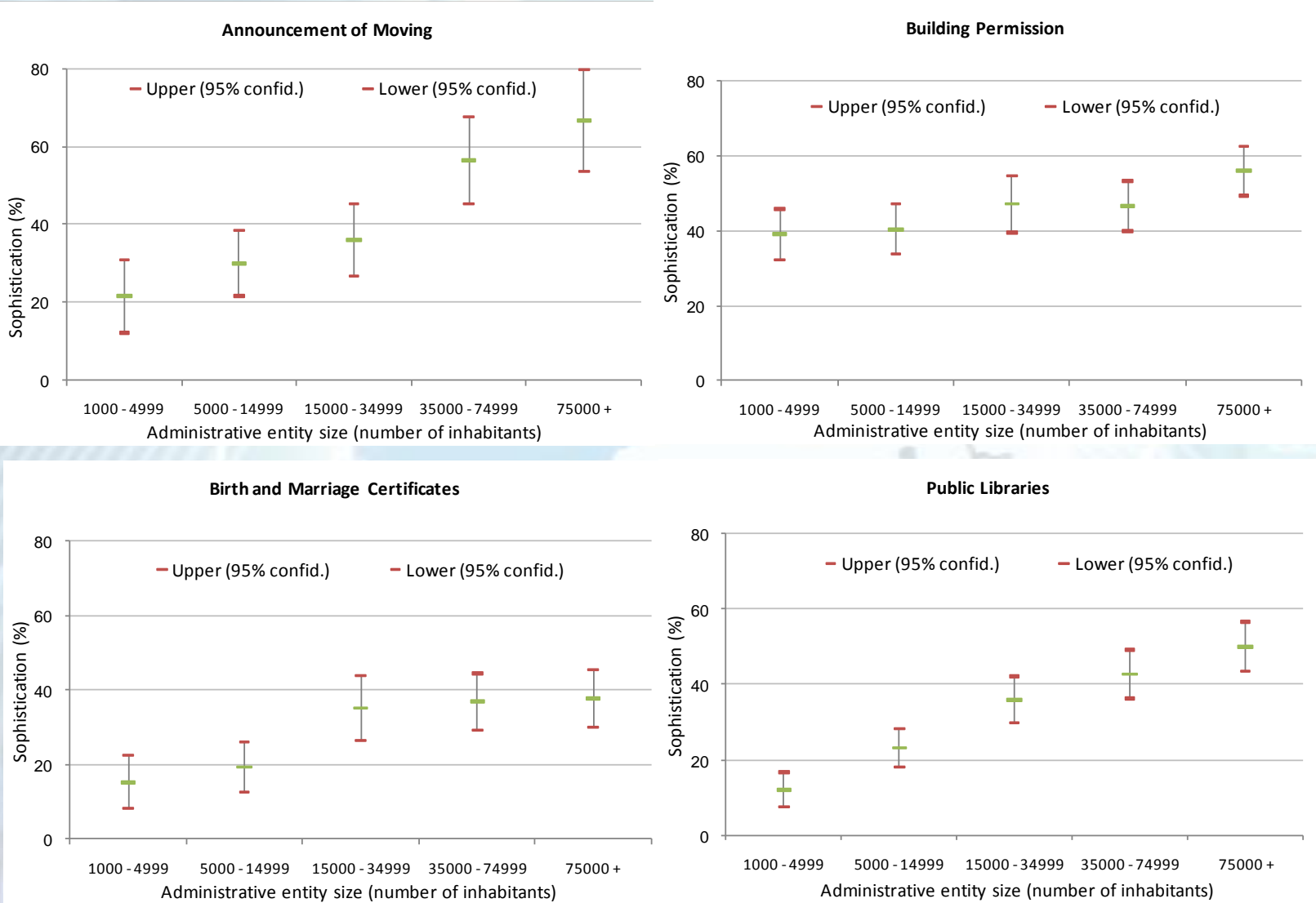
Sophistication indicators lagging at local level: on average 57% behind national web sites.

*Sophistication of service provision at local level (4 services)*





# Sophistication scores for 4 ‘truly’ local services versus entity size

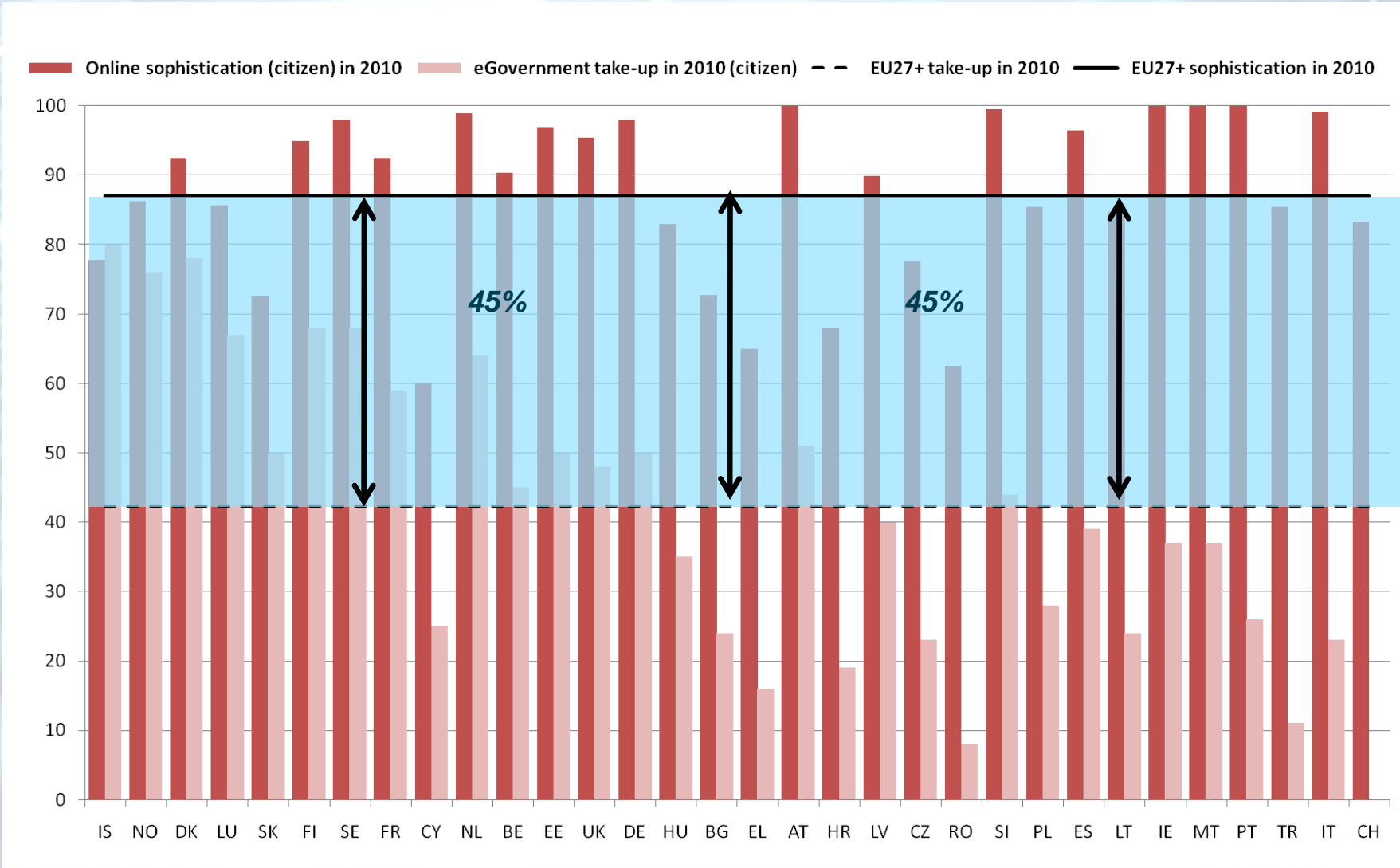


**And what is the level of user adoption?**



**There might be room for improvement**

# Take-up gap for citizens services is significant





## Efficiency& governance: unreleased potential in Europe

- Importance of diligent coordination and collaboration
- Initial efforts to increase back office readiness across tiers of government
- The business case for eGovernment is weakly articulated
- eProcurement as a major driver for more efficient government:



# Are European governments empowering users?

- *Basic 20 services & eProcurement*
- *Regional analysis, efficiency and take-up*
- *Life Event Measurement*
- *Horizontal Enablers*



# Life event measurement provides valuable insights that builds on and adds to the existing service monitoring, qualitative survey and user analysis in place

The benchmark looks at two life events:

## 1. Business life event: 'Starting up a company'



Empowering businesses means providing an environment, which fosters competitiveness and good business practice. In this context, the benchmark looks at the life-event of starting up a company to assess to what extent bureaucracy is being streamlined, and Governments are taking down the hurdles that can stifle entrepreneurship in Europe. In the current economic climate this is a priority, particularly for the smaller businesses, where administrative burden is disproportionately high and capacity is low.

## 2. Citizen life event: 'Losing and finding a job'



Empowering citizens means encouraging and stimulating citizens to become engaged, self-sufficient users of government services. This year's benchmark takes a close-up look at the status of the life event of "losing and finding a job", focusing on the adequacy of administrative procedures and online services that support people who have lost a job and help return them into the productive economy.

**The two life-events selected have significant implications on EU ambitions for a single market, and are vital for both economic recovery and longer-term economic viability of Europe.**



# Starting a business: Every single new business started up contributes strongly to the economy

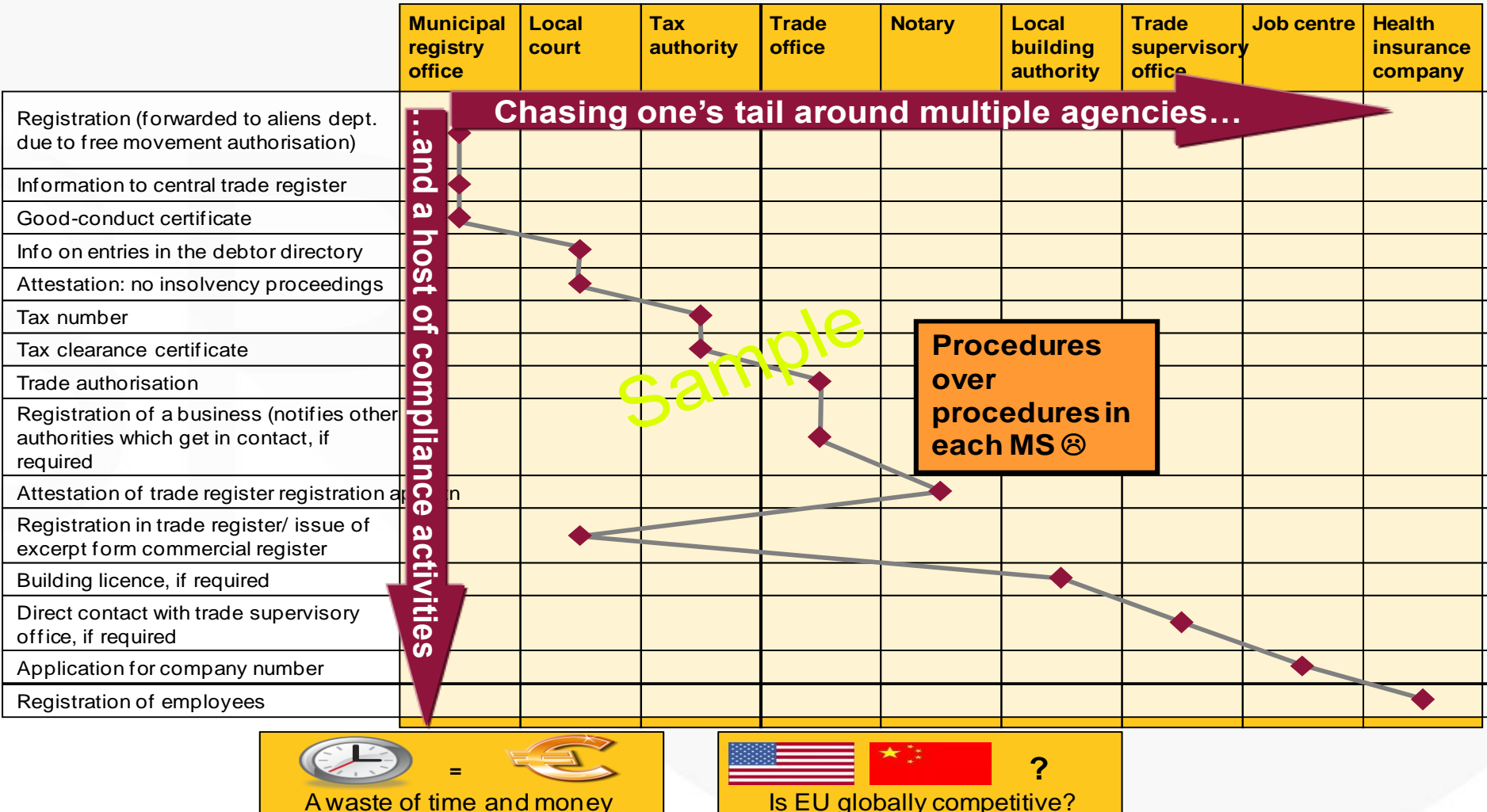
- The average enterprise in the services sector in Europe creates on average:
  - Turnover: EUR 1,100,000
  - Profit: EUR 210,580
  - Number of employed persons: 6.4 FTE



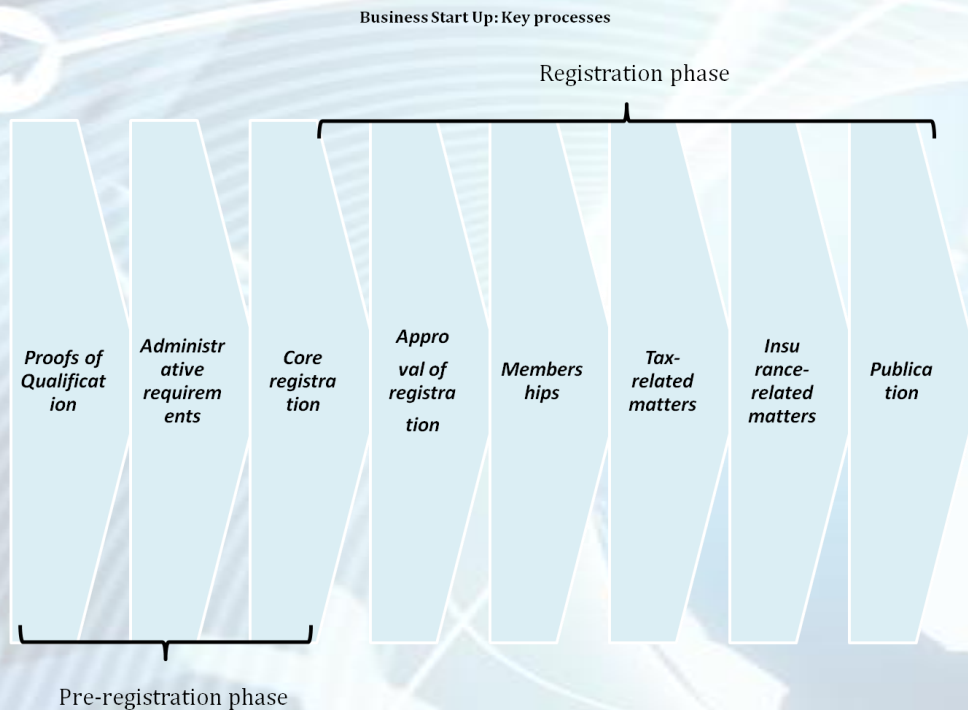
Sources: Calculated from EUROSTAT 2006 tables on size and structure



# ... But now imagine a fictional city. Doing business in Europe is a challenging journey...



# 1. So, what exactly *is* this business life event? And what is measured?



The business life event is measured in 2 ways:

a. By considering the journey of business start up, which is defined in 8 groups of processes (see picture) and 21 elementary services.

The process benchmark assesses:

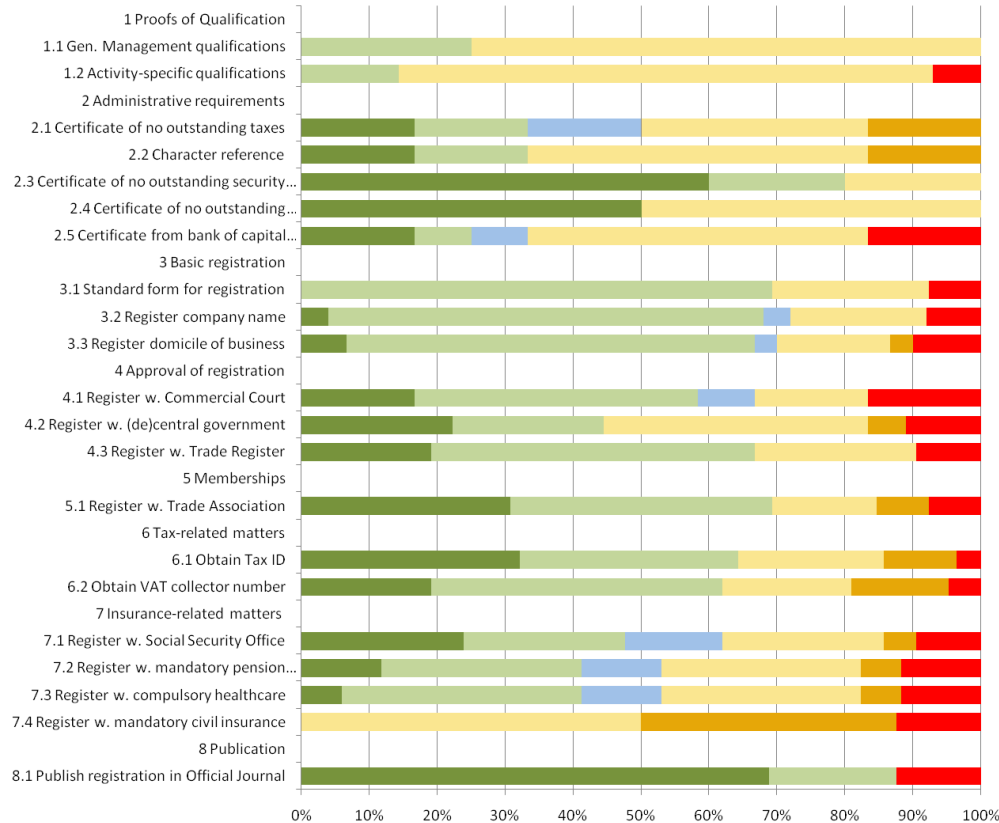
- the proportion of services on which information is available on the web,
- which are provided automatically or provided fully online, as well as
- the extent to which services are bundled in a dedicated start up portal functioning as single entry point for future entrepreneurs

b. By carrying out an independent expert evaluation of online user experience, based on a time-boxed scenario

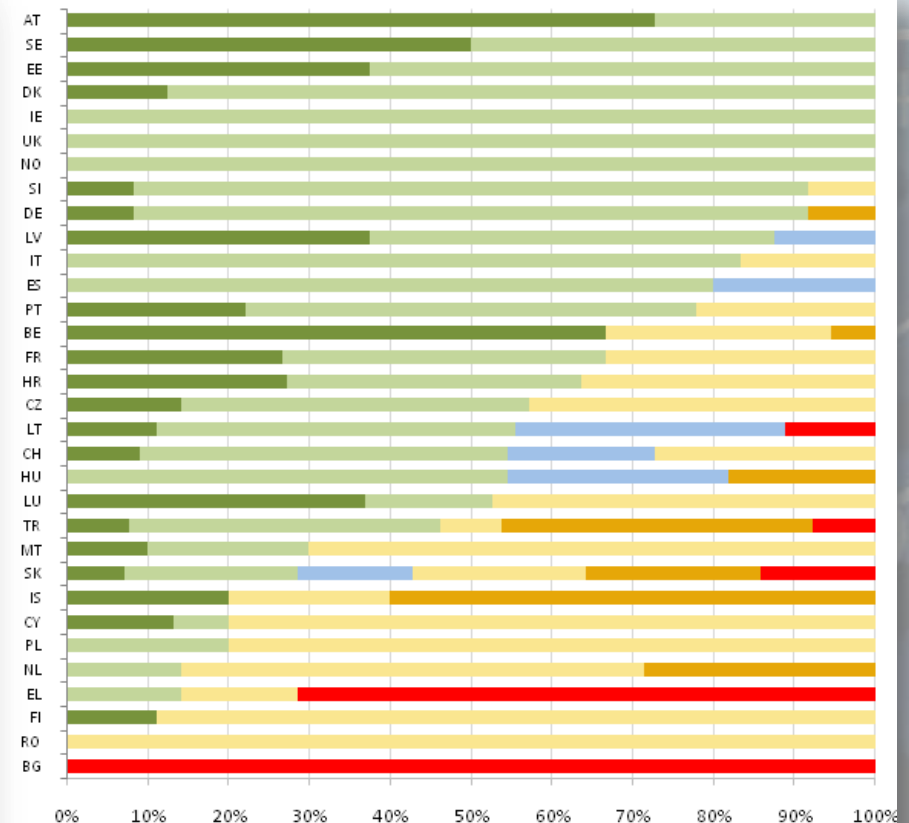
**The benchmark (implicitly) takes into account elements of cross-border start up but in essence focuses on start up services for national businesses. Therefore, it by no means equals a Services Directive assessment.**

# Whilst a lot of information is available for starters, many elementary services across Europe are not yet fully e-enabled.

## Ranking of services



## Ranking of countries



Automated service provision

Online service provision

Online service provision

via a dedicated start up portal

but not via a dedicated start up portal

Online provision of information

Online provision of information

via a dedicated start up portal

but not via a dedicated start up portal

Offline



Capgemini Consulting

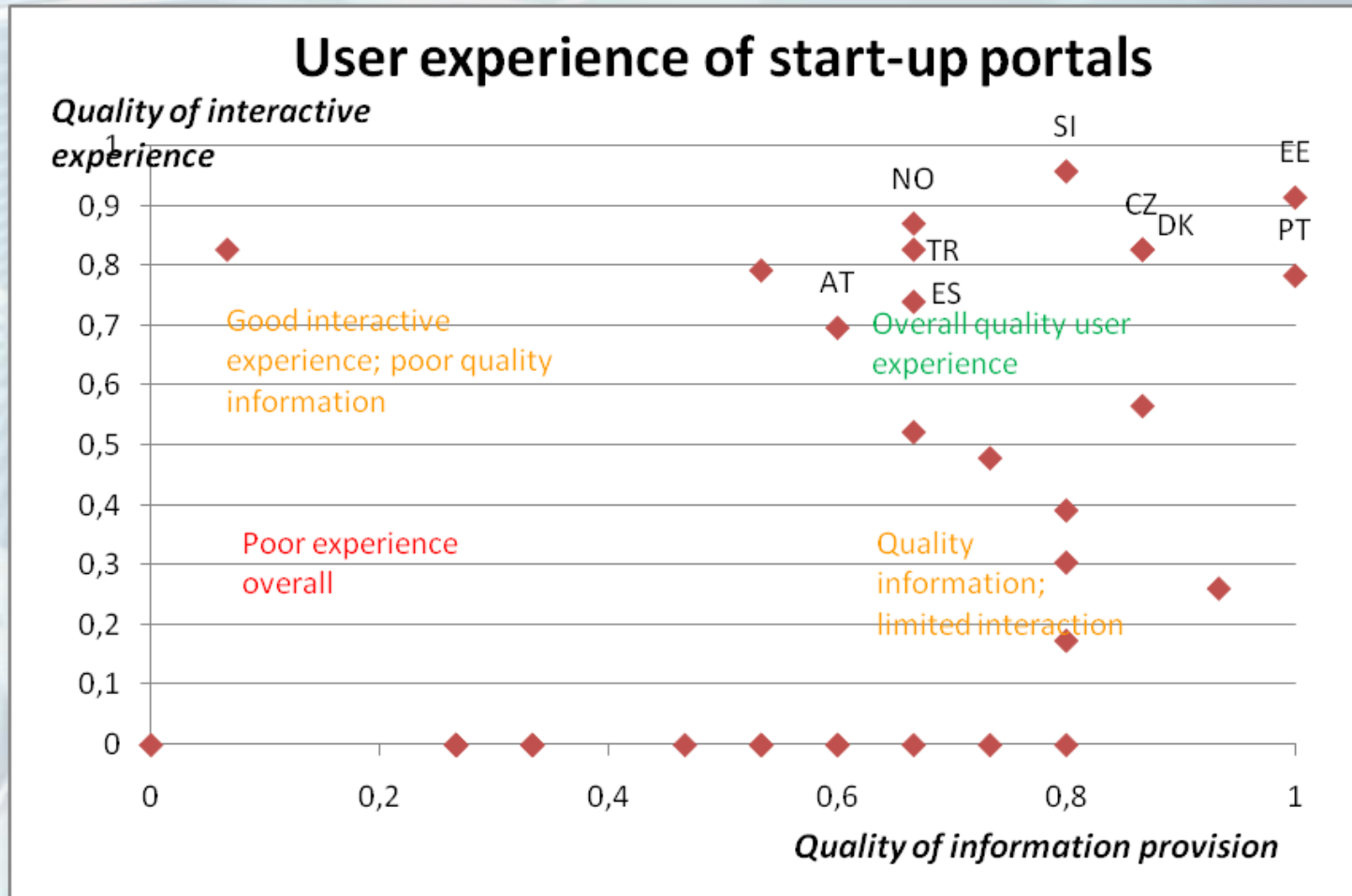
# 1a. Results of the process mapping show substantial differences in the complexity of administrative requirements across Europe



Differences between the start-up procedure to be accomplished by national and foreign businesses are often minor. The main challenge for foreign business start-ups is cross border accessibility and interoperability of existing procedures.



# The expert assessment of the start-up portal shows most countries can still improve and ease the burden of business start-up







*And when you lose your job....*

*.... You're lost in bureaucracy!*



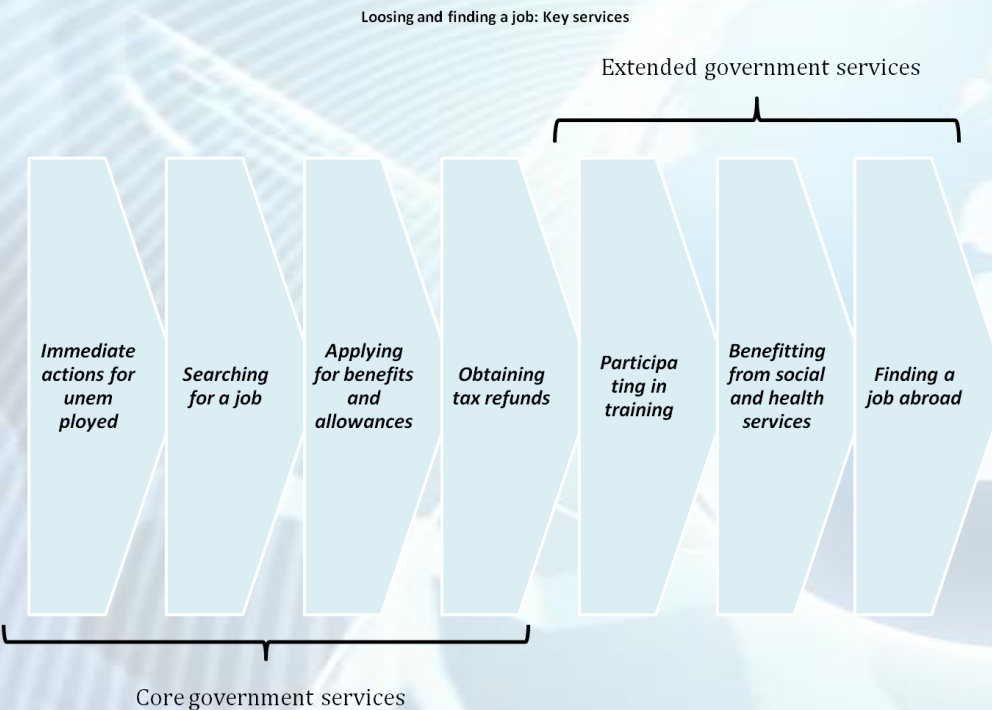
## 2. And how about the citizen life event? What is measured here?

The citizen life event is measured:

- a. By considering the journey of losing and finding a job which is defined into 7 groups of processes (see picture) and 27 process steps.

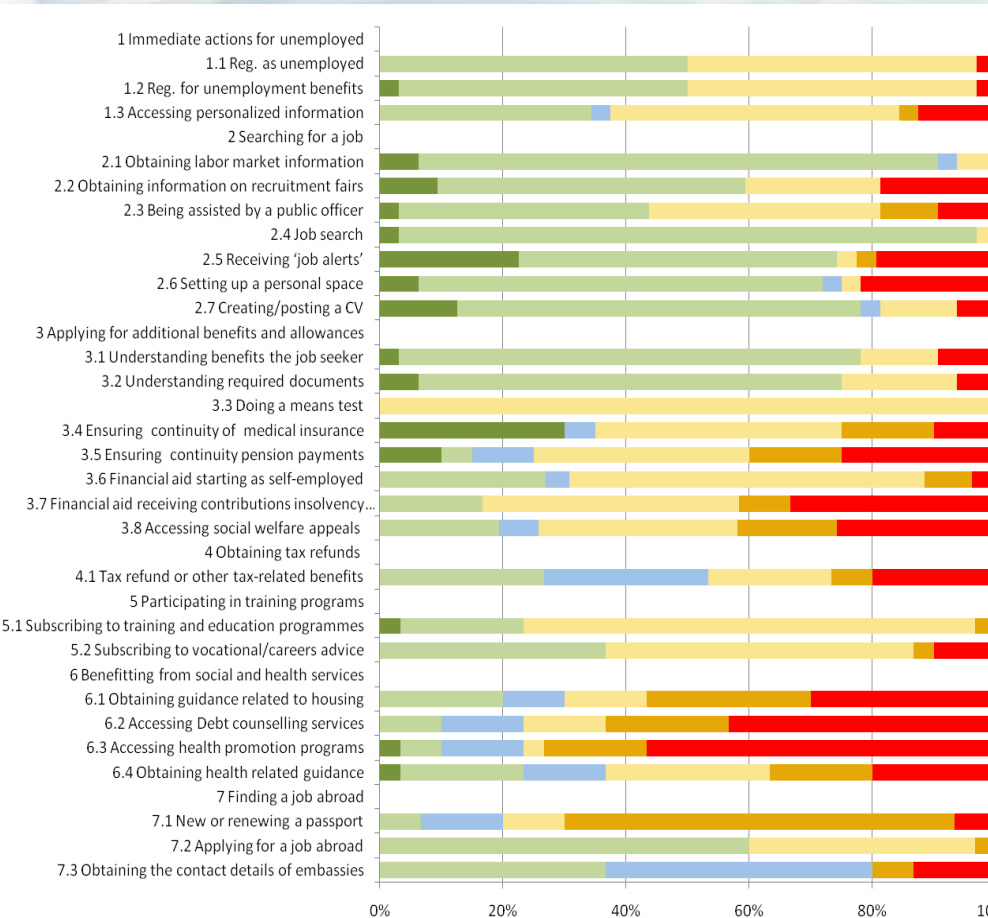
The process benchmark assesses:

- the proportion of services on which information is available on the web,
- which are provided automatically or provided fully online as well as
- the extent to which services are bundled in a dedicated start up portal functioning as single entry point for future entrepreneurs



# The benchmark shows that the e-enablement of the life event 'Losing and finding a job' is rather low. Most countries' PES (public employment service) cover about half of assessed services online

## Ranking of services



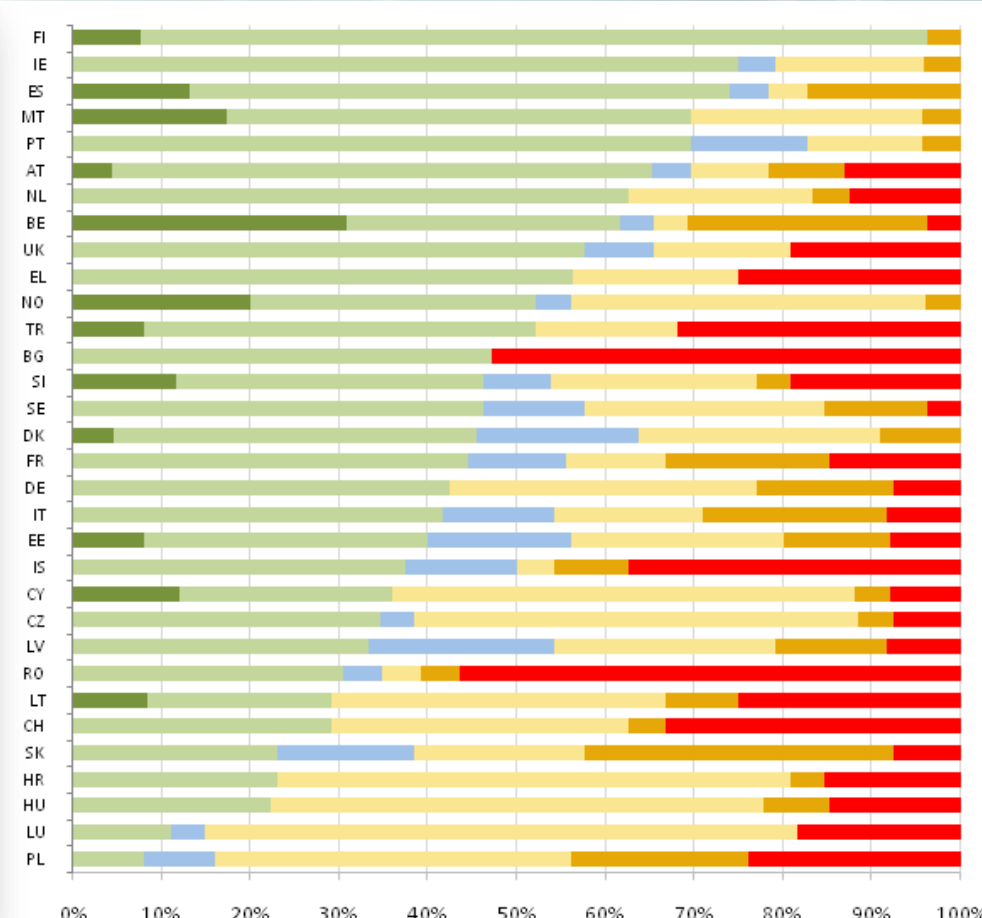
■ Automated service provision

■ Online provision of information via a dedicated start up portal

■ Online service provision via a dedicated start up portal

■ Online provision of information but not via a dedicated start up portal

## Ranking of countries



■ Online service provision but not via a dedicated start up portal

■ Offline



# Are European Governments empowering users?

## Characteristics of Empowerment:

- Services are designed to achieve clear policy outcomes
- Users are considered more than just consumers
- Users perceive a clear added value using eGovernment and reuse and recommend services

## Conclusions:

- The chain is often broken: online implementation of the life-event of starting up business is patchy
- Business portals are not user-centric in many countries.
- European Public Employment Services' (PES) roles shifted from passively registering and financing to actively stimulating and guiding jobseekers.
- PES still function as silos, the life event is far from being a reality.

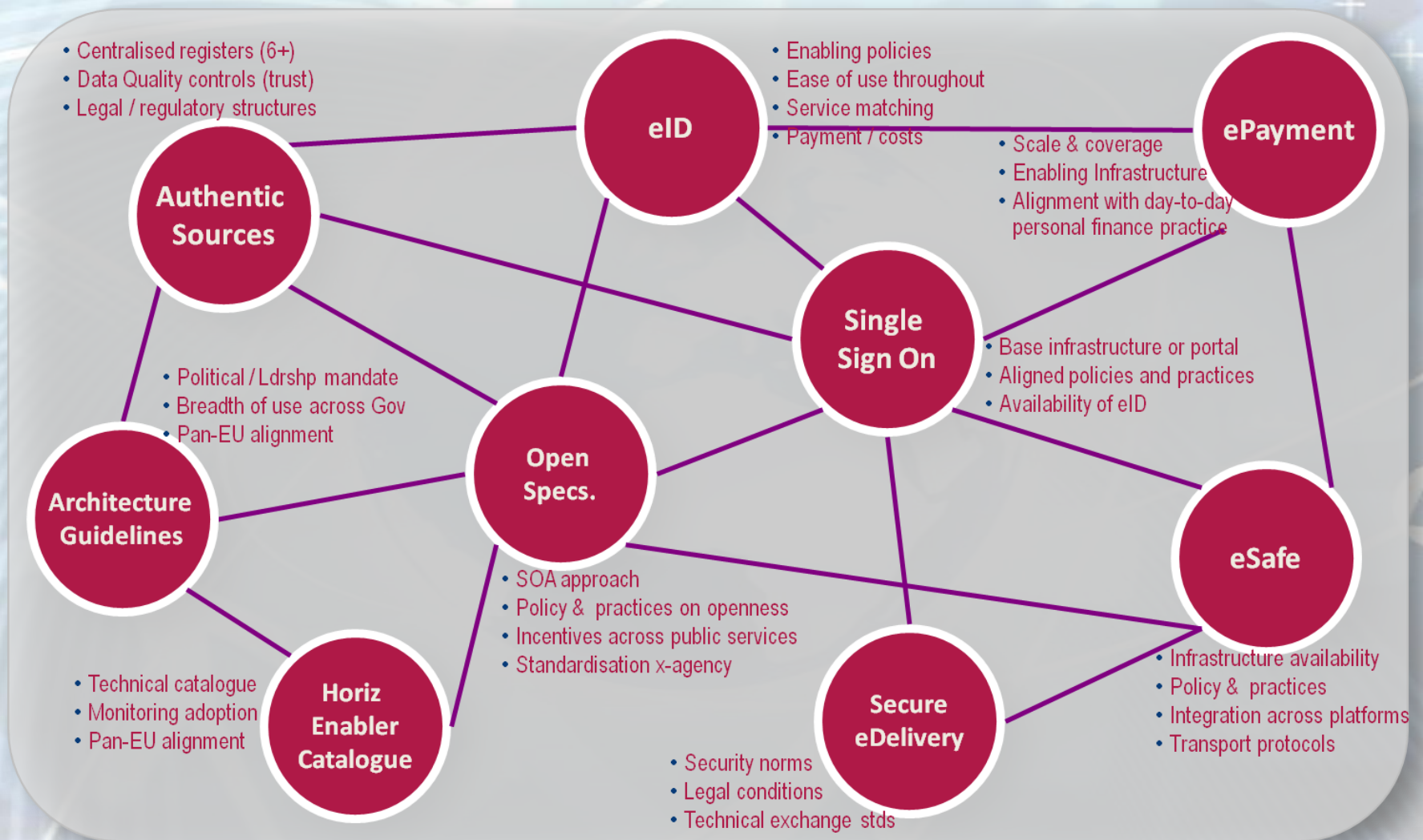


# Are fundamental IT enablers in place?

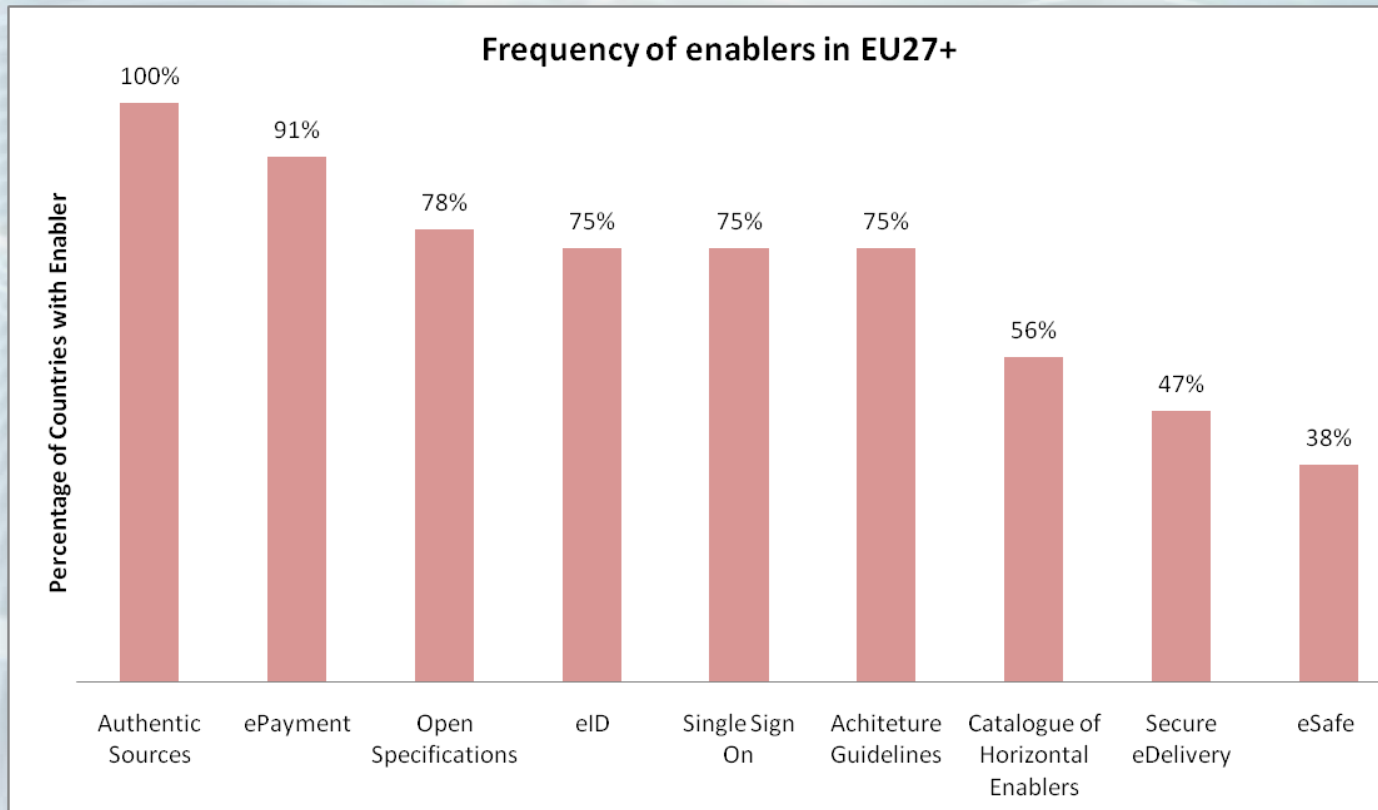
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# Key enablers overview



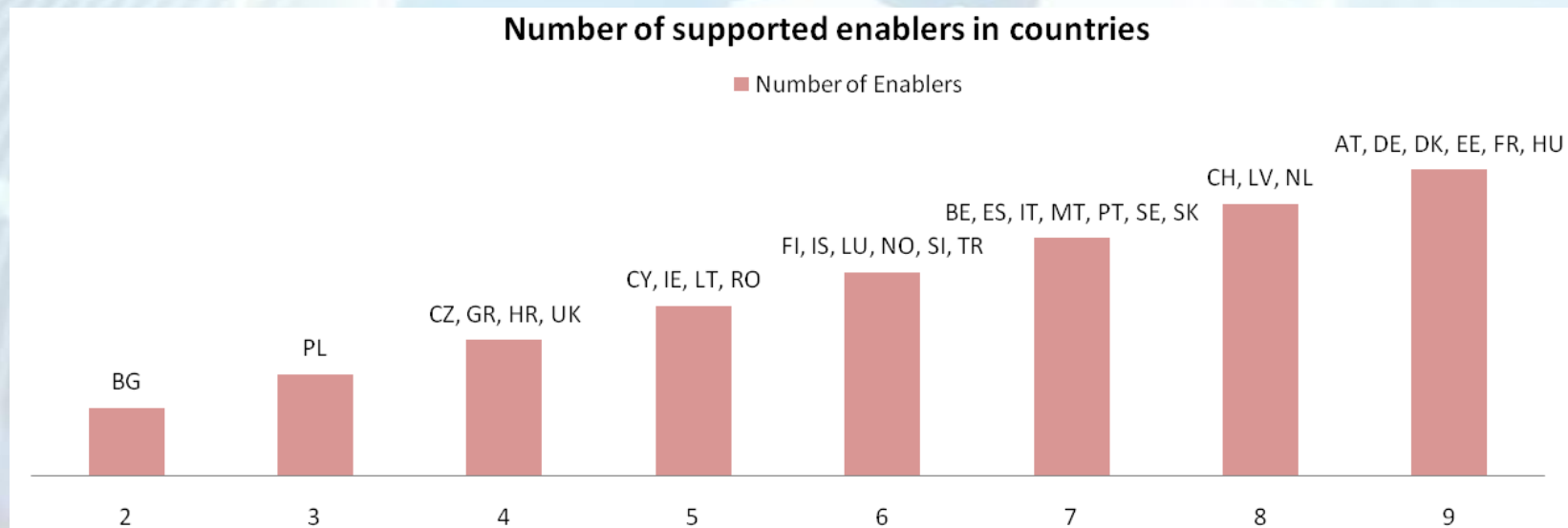
## Europe reveals a mixed picture: high availability, low usage





## The availability of back office enablers is high: about three-fourths of countries have at least six out of the nine featured enablers in place

- Countries such as Denmark, Estonia, France, Germany, Hungary and Austria have made the entire set available
- When compared to the building blocks that are available, actual usage of the enablers in service delivery seems disproportionately low
- There is lack of monitoring of the adoption, usability and impact of key enablers. Only about half of countries are monitoring the usage of these enablers



## Critical success factors for deployment of enablers

- their suitability to be used in multiple applications, in multiple government levels, in multiple sectors, in public and private sectors (to achieve a critical mass)
- availability of leadership and continuous political support (to sustainably allocate budget and resources to the development of building blocks)
- the choice of simple, standardized and interoperable technological infrastructures (allowing administrations to benefit from economies of scale and 'plug and play' capabilities)
- concern for security and trust
- a focus on usability (ease-of-use and the overall attractiveness of enablers to users)



# Are fundamental enablers in place?

## Conclusions:

- The establishment and monitoring of a common set of key ('horizontal') enablers is an important step in fulfilling the ambitions of the i2010 and forward 2011-15 Action Plans. The practice should continue.
- This first pilot indicates that considerable progress has been made by countries, however also highlights considerable diversity comparing across countries and across tiers of government.
- Considerable further work is warranted to advance in this area, as a vital enabling mechanism to deliver 'better, faster, cheaper' eServices.



# The Forward Agenda







**Is the benchmark geared  
towards the current age?**

How are governments designing their services today?



Are we still thinking about these days?







“I thought I was on to something  
but I can’t figure out how to  
move it.”

**How many departments,  
regions or cities are  
re-using what is  
available?**

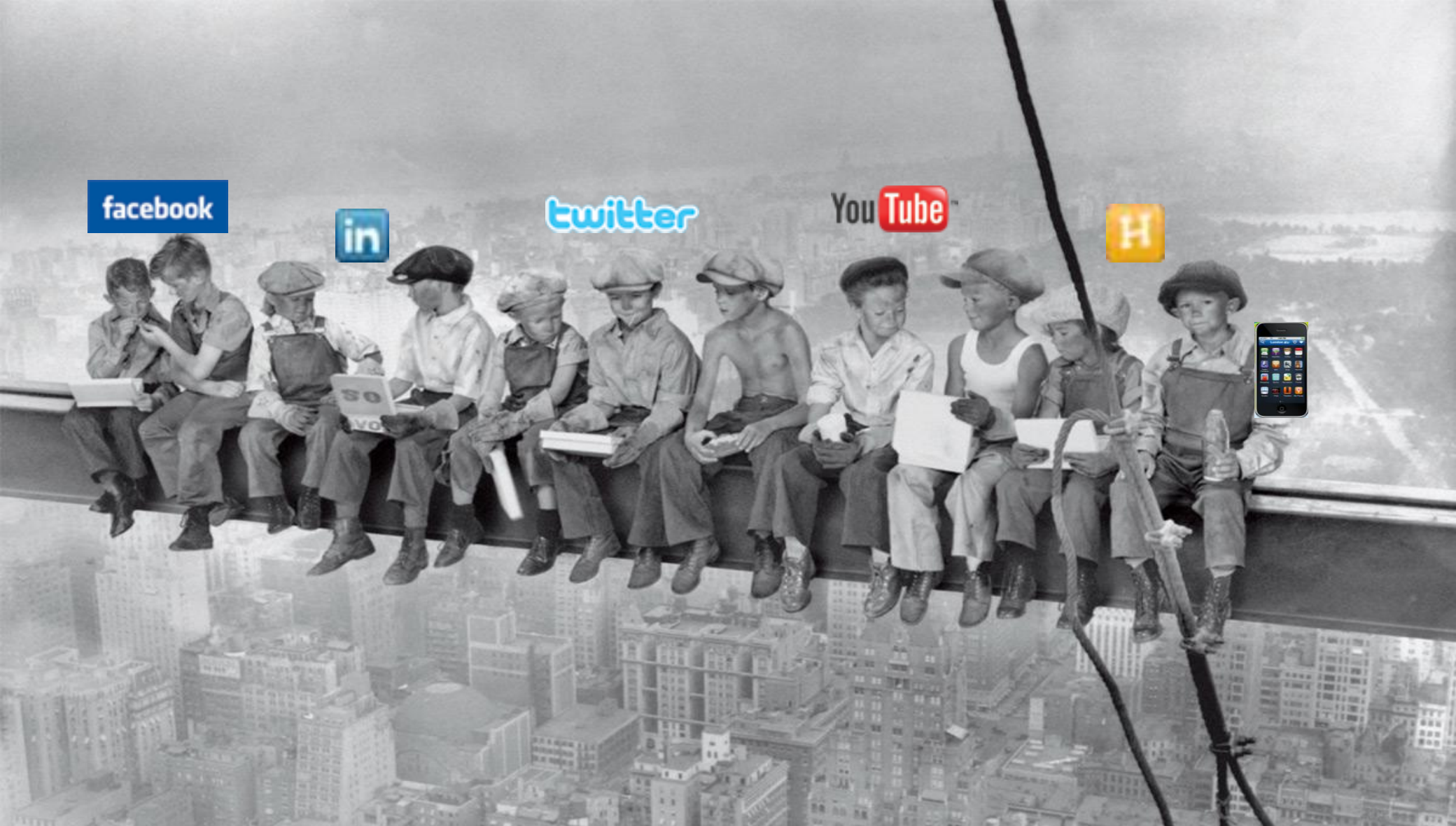
**Do you have evidence  
of the value it has  
brought and can  
bring.... and how do  
you/can you drive  
getting this value?**





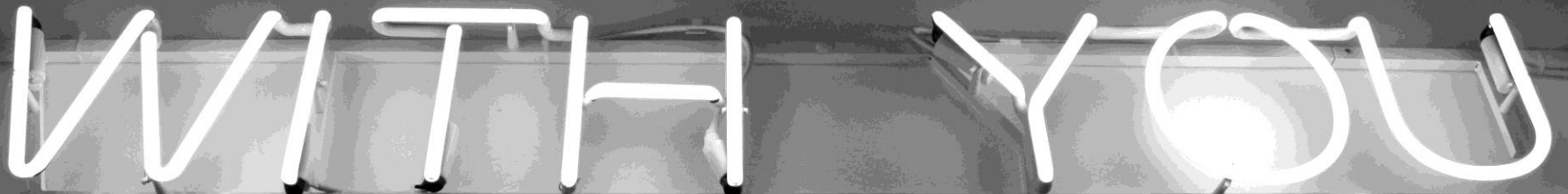
There is opportunity for new services:

UK: Shifting 30% of government service delivery contacts to digital channels would deliver gross annual savings of more than **£1.3 billion**, rising to **£2.2 billion** if **50%** of contacts shifted to digital



**Where does the future generation expect to “find” it’s government in the future? How will you serve that expectation?**

**And how do you enable interaction of citizens**

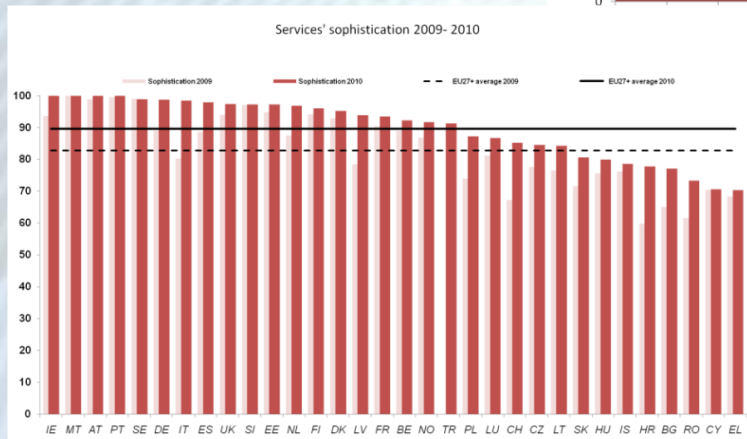
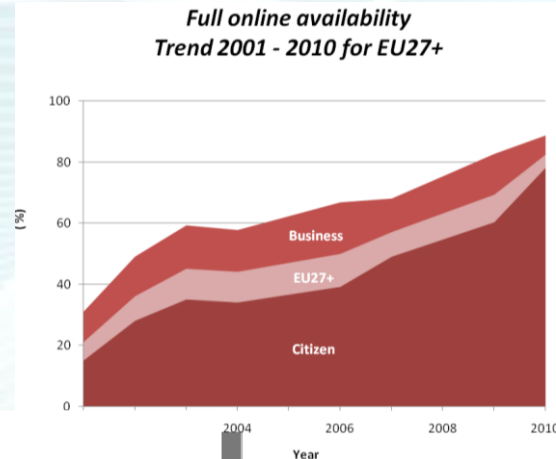
A neon sign with the words "WITH YOU" in a stylized, glowing font. The sign is mounted on a dark, textured wall. The letters are formed by bright, white neon tubes. The word "WITH" is on the left, and "YOU" is on the right, with a small gap between them. The sign is illuminated, creating a strong contrast with the dark background.

**...as well as between government agencies?**

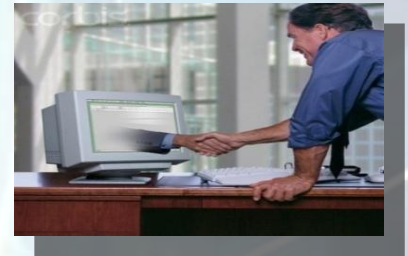


# Based on past experience Europe has redesigned it's benchmarking framework

*We have accomplished very mature and sophisticated scores regarding availability of public services across Europe...*



*...but have no clear insights yet on usage, impact & customer insights.*



The new benchmark must be **innovative**, **re-establish its value** for the Member States and the Commission, give a **glimpse into the future** and be directly **linked to the critical issues and policy priorities** of this era.





## Goal of the eGovernment Benchmark

**To measure progress and impacts of e-Government policies in Europe,  
enabling to compare performance and learn from experience,  
through quantitative indicators backed up by qualitative evidence.**

**Focus on: quantitative, comparable, European indicators with high  
explanatory and learning power.**



# The scope of the benchmark changes as a result of five shifts of eGovernment

Shifts of eGovernment	Implication for benchmark
Customer Empowerment	Greater focus on users' actions, perceptions, opinions, requirements, expectations, satisfaction: introduce indicators measured collecting evidence from users rather than about users
Benchmarking across domains	Two main challenges: 1. Identify elements common to all domains which can be measured and compared across domains in the same way (e.g. Level of users participation and transparency); 2. Identify processes which are specific to the domain but whose results may be measured and compared (e.g. modelling the key steps to set up a business in another MS; process success rates can be compared even if the process is specific)
Benchmarking local	Additional challenge: • Need scalability of the same indicators measured at national level (break down by local area/administration); need more dense data collection (support from local actors/ university research?)
Benchmarking across borders	Cross-border services are different: • need to measure availability / maturity of supply and drivers/barriers from the users side • focus on enablers + actual usage and benefits
Benchmarking global	Openness to other measurements systems: set up a dialogue with other measurement systems about indicators and benchmarks

# Main political priorities for all European public administrations over the next 5 years are User Empowerment, Mobility in the Single Market, Efficiency and effectiveness and Key enablers

- User Centric & Inclusive Services
- Collaborative Production
- Re-use of PSI
- Transparency
- Participation



User Empowerment



Efficiency & Effectiveness

- Organisational Improvement
- Reducing Administrative Burden
- Green Government

Internal Market

IT Enablement

- Mobility for Businesses
- Personal Mobility
- Implementation of Cross-border services



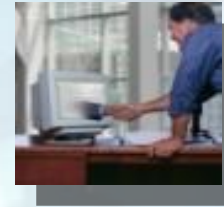
- Interoperability
- Key Enablers
- Innovation
- Security



# eGovernment is present in several domains

## Relevant domains:

- **Education:** Youth on the Move
- **Health:** eHealth conference and Council conclusions
- **Justice:** eJustice Action Plan, Citizenship Report
- **Enterprise & Markt:** Single Market Act, eProcurement
- **Employment:** New Skills & Jobs, Platform against Poverty
- **Environment & Energy:** Energy 2020, Resource Efficient EU
- **Tax:** Removing cross-border tax obstacles for EU citizens
- **Transport:** Roadmap to a Single European Transport Area





# The benchmark methodology needed a fundamental strengthening of the demand side measurement, to be able to adapt to the major shifts happening

We already knew from former measurements:

**Data analysis public sources**

**Web Survey (web research)**

**CATI/CAWI Surveys – of policy officers (eg Landscaping)**

**CATI/CAWI surveys – of Web managers, service providers**

**Expert Assessment**

And we have added:

**CATI/CAWI surveys - of Users**

**Mistery shopping**

**Peer assessment**

**Case studies (including best practices)**

**Qualitative/ focus Interviews**

**Focus groups**

**Social Media analytics (e.g. Web crawler, web scraping, web reputation analysis)**

**Customer satisfaction analysis**

**Live-lab testing of services by users**

Collaborative methods:

**Benchlearning**

**Flying Circus**

•CATI: Computer Aided Telephone Interviewing

•CAWI: Computer Aided Web Interviewing



# The Benchmark Roadmap 2012-2015 @ a glance

	<b>What</b>	2013	2014	2015
		<i>Where</i>	<i>Where</i>	<i>Where</i>
<b>User Empowerment</b>	User centricity and satisfaction of eGov services	Health, Environment and Justice	Education, social security, employment, enterprise and tax	Health, Environment and Justice
	Transparency of government and personal data , social media analysis	Health, Environment and Justice	Enterprise and Employment	Health, Environment and Justice
	Collaborative production of eGov services and participation	Tbd	Tbd	Tbd
<b>Digital Single Market</b>	Business mobility	Health, Environment and Justice	Enterprise- Starting up a business/business operations	Health, Environment and Justice
	Personal mobility	Health, Environment and Justice	Employment- Losing and finding a job	Health, Environment and Justice
	Cross-border availability and barriers	tbd	tbd	tbd
<b>Efficiency and Effectiveness</b>	Reduction of administrative burden	Health, Environment and Justice	Enterprise and Employment	Health, Environment and Justice
	Internal efficiency of government	Tbd (proxies)	Tbd (proxies)	Tbd (proxies)
<b>IT Enablement</b>	Horizontal enablers	Health, Environment and Justice	Enterprise and Employment	Health, Environment and Justice
	Innovative technologies	cloud, IPv6, apps, security	Tbd	cloud, IPv6, apps, security

# 2012 Measurement Coming very shortly....



**For 2012 we assessed the four priority areas:**

User Empowerment

Efficiency & Effectiveness

IT Enablement

Internal Market

**In three life events:**

- **Business startup and early operations**
- **Employment Life Event**
- **Studying**

**Using:**

- **Mystery Shopping**
- **User Survey**

**More than 100.000+ data points!**

**Detailed Method Paper Publicly Available at:**

[https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/eGovernment%20Benchmarking%20method%20paper%20published%20version\\_0.pdf](https://ec.europa.eu/digital-agenda/sites/digital-agenda/files/eGovernment%20Benchmarking%20method%20paper%20published%20version_0.pdf)



## How can the EU and the UN achieve synergies?

- The EU's benchmark is strongly user-focused...
- The methodology AND the data are *validated* by the EU Member States
- Hard evidence based (more than 100.000 data points not counting the user survey)

Other benchmarks have other strong elements:

- Institutional context
- Broader socio-economic indicators
- Legal focus
- More countries

**What can the EU learn from the UN and vice versa?**

