

EUR^eGOV

EUReGOV Final Workshop

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By

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 **eGovernment**

eGovernment Research & Development



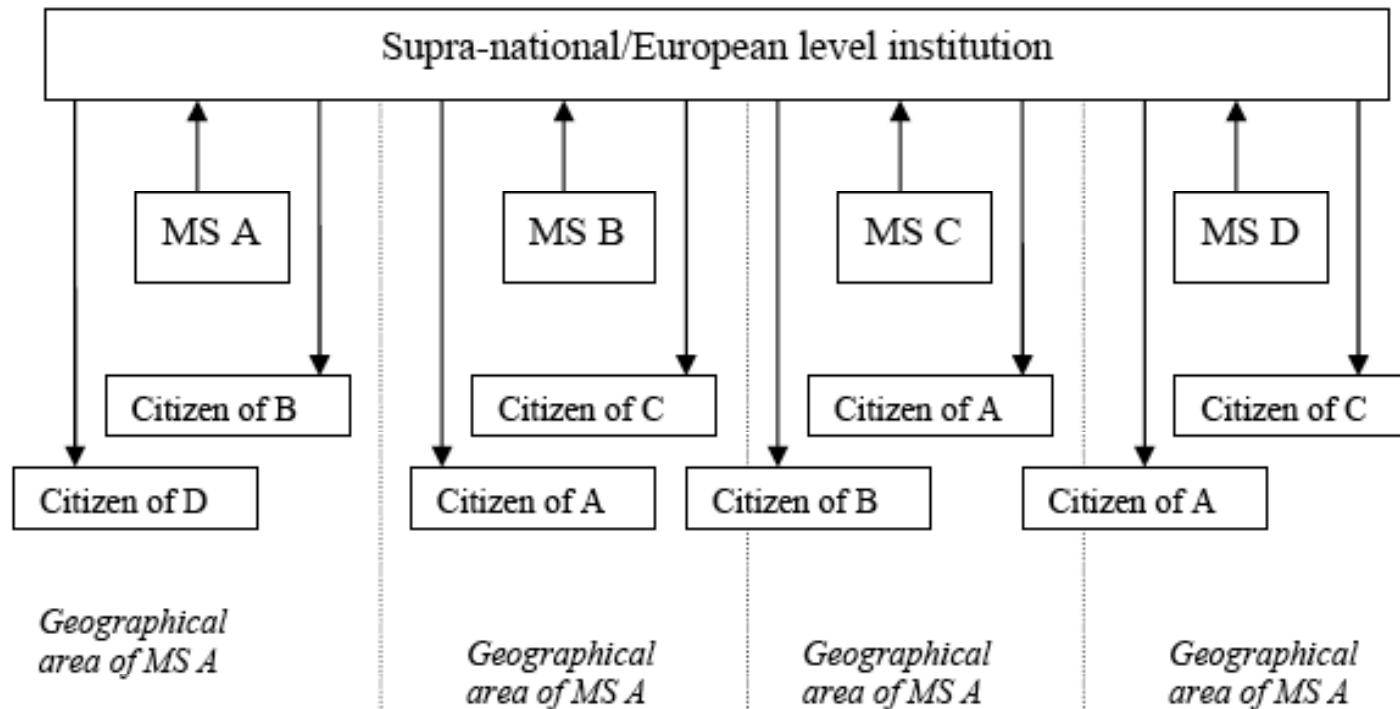
EUReGOV: the project

- **Initially defining, supporting and measuring existing Pan-European eGovernment Service (=PEGS)**
- **Then designed ex ante assessment tool to determine impact of future PEGS**
- **Understanding the dynamics of PEGS development**
- **Identifying policy measures/interventions to support PEGS**

The formation of PEGS

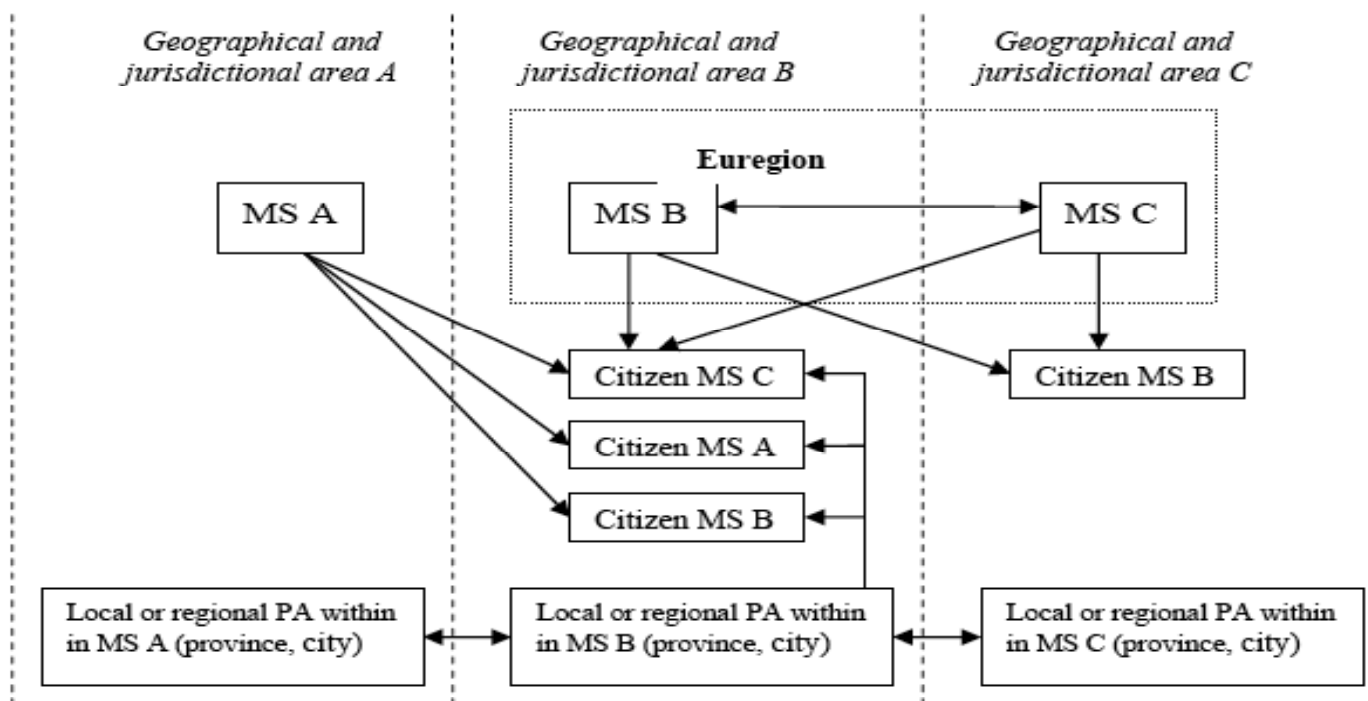
- The next wave of European integration
- PEGS = an emerging species in the “administrative ecology”
- No clear EU programme, but a lot of activity across policy areas, geographies and sectors
- Many actors and links: G2C, G2B, G2G, B2G, B2C (e.g. Netcards consortium includes private insurance companies)
- Different development trajectories

Type 1: Supranational



Supranational/European PEGS: centralized, provided by an above-national (most often European level) institution; MS interact and cooperate with this institution rather than directly with each other

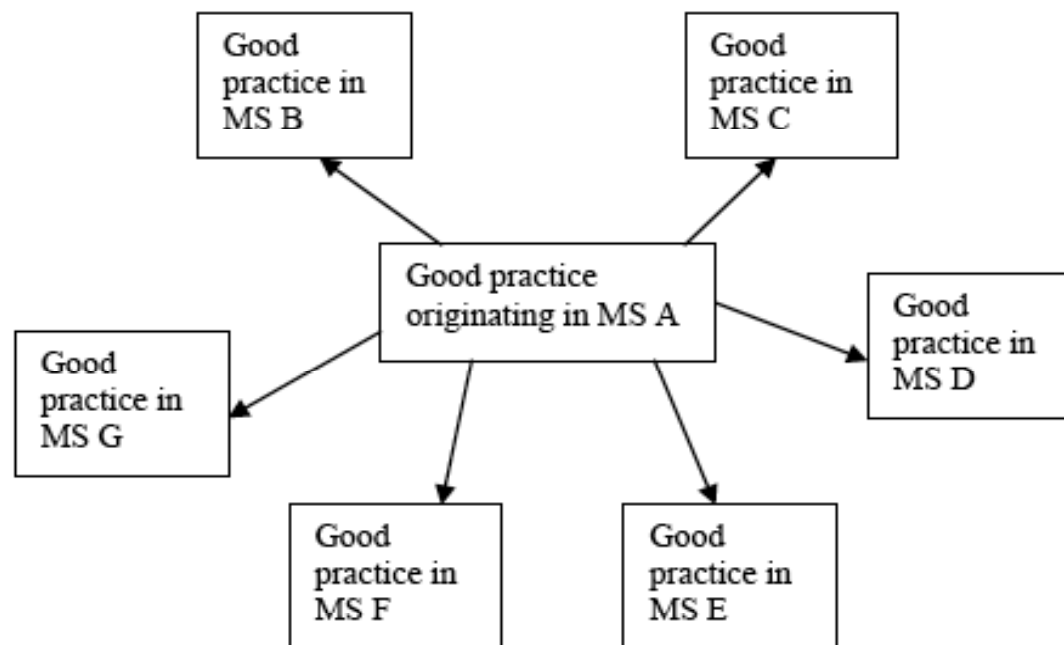
Type 2: Intra/Multinational



(Intra-)national PEGs: unilateral, provided by MS A to citizens of A living elsewhere and to citizens of other MS

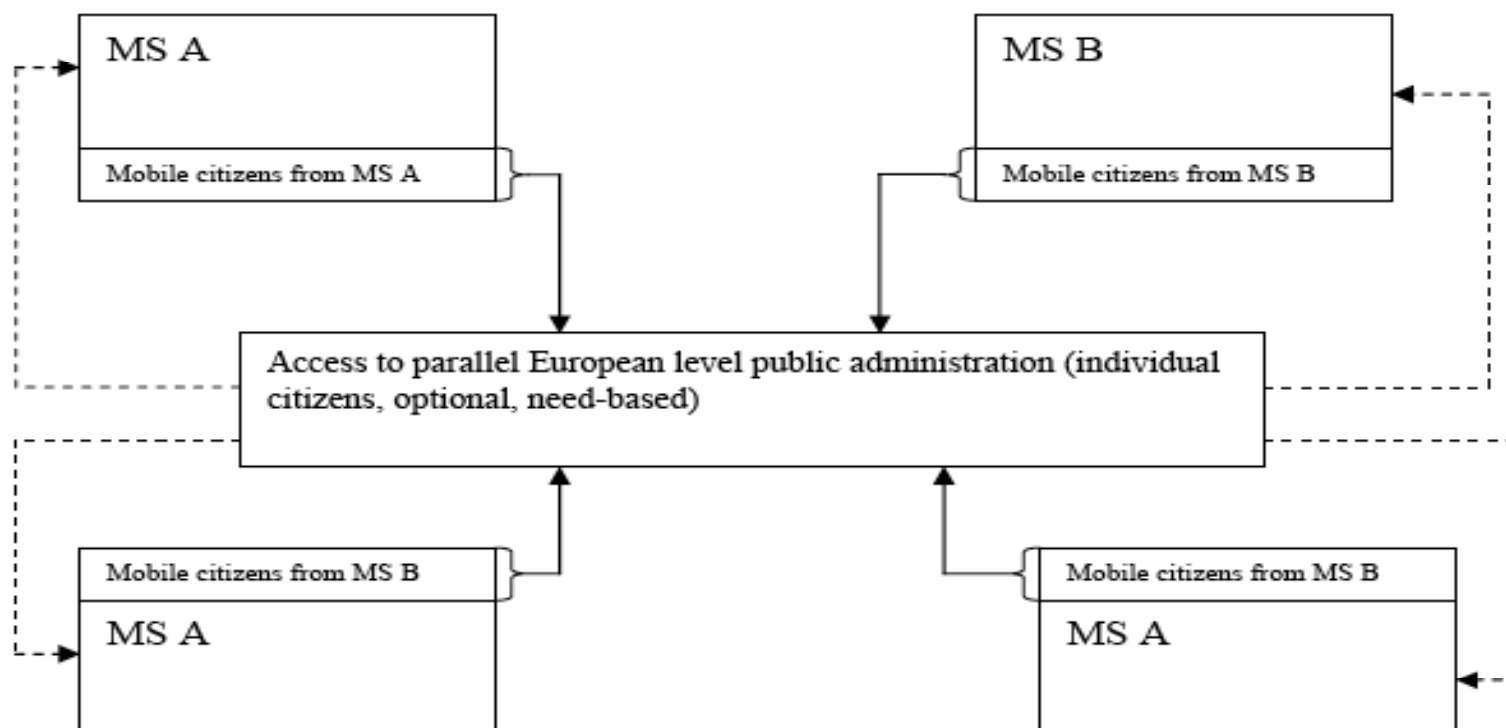
Multinational PEGs: multilateral, provided in cooperation by MS B and MS C to citizens of B living in C and citizens of C living in B

Type 3: Convergence and cloning through good practice exchange



Diffusion of Good Practices leads to a certain degree of homogenization of eGovernment services representing a form of 'administrative convergence', and increases interoperability and cross-border accessibility, thus adding to the PE dimension of eGovernment

Type 4: Parallel EU eService track



Mobile citizens join a parallel European level public administration which in turn coordinates public service provision for mobile citizens in the MS where they are residing

Challenges of PEGS development

- **Creating awareness of the need for PEGS among MS and other actors**
- **Avoiding turf wars; struggles over power and money**
- **Addressing legal barriers that hamper cooperation across borders and service provision to non-MS citizens**
- **Building up a professional community and a governance structures to back up the development of PEGS and to ensure sustainability**
- **Overcoming resistance to change; through a shared vision and ambition and allowing opportunity for self organisation**
- **Establishing PEGS as contribution to citizens' involvement and legitimacy of EU government**
- **Achieving agreement on standards to enable cross-border best practice transfer of e-services**

Barriers specific to PEGS

- Language barriers
- Interoperability: incompatible national systems of service provision; legal differences; semantics;
- Legacy: Technological and organisational lock-in or path dependency
- Political: lack of incentives for development and marketing
- Financial:
 - Lack of visible benefits of cross-border eGovernment investments
 - Costs and benefits do not fall together in terms of actors, time and type (direct-indirect)
 - Inequalities between MS in terms of costs and quality of (semi)public services
 - Sustainability

Preliminary lessons (1)

1. PEGS are best developed by integrating and/or linking existing elements of e-services more than building a new system of service delivery.
2. The e-service must be widely accepted and used by citizens in order to be fit for cross-border or European scale provision.
3. The development of a PEGS needs a shared vision, clear incentives and motivation and a community (circle of trust) to back it up.
4. High level political pressure and political backup are required for organisational change and should be secured at the EU and MS level.
5. An e-service requires an effective governance structure which inclusive and agile
6. Executive: Someone must be in charge; allocation of responsibilities and decision making power must be clearly defined.
7. PEGS should be robust and flexible; making use of open standards, consisting of self contained modules, and preparing for new technical opportunities, e.g. in the field of interactive applications ('web 2.0').

Preliminary lessons (2)

8. Self organisation on the shop floor must be enabled to mobilise creativity and allow e-services to evolve dynamically
9. Public authorities and public service providers must be stimulated and supported in transforming their organisation and work routines
10. Enough resources must be available for development and there should be perspectives of funding for follow up (business model and market validation).
11. The development and maintenance of infrastructure can be outsourced to private partners; also allowing marketing and good practice exchange through these commercial actors.
12. A system of evaluation of existing practices and of knowledge management is needed; including learning and feedback on the level of the specific e-service, and at the aggregate level.
13. An active transfer agency facilitating best practice transfer, take-up, implementation and interoperability should be established.

Outline of the DaY

- **Plenary session**
 - **EU eGovernment policy overview (JF Junger)**
 - **Introductory round**
 - **A view of the future of European eGov (V. Bekkers)**
 - **Cases, expressing different development paths to PEGS: Eulis, European Justice Portal, Netc@rds**
- **Interactive break out sessions**
- **Reporting and conclusions in plenary**

Objectives of this Workshop

- Gain further insight into processes of Europeanisation of eGovernment: the actors, pathways, drivers, barriers and points of leverage for policy
- Identify ways to improve Europeanisation of eGovernment, beyond good practice exchange
- Facilitate the exchange of ideas and experiences between case owners; and with the Commission
- Enhance the Pan European eGovernment Services (PEGS) Community
- Suggest high potential and high impact services that could be developed at pan-European level and how; including the role of the Commission

Guiding questions for the workshop

- What has triggered cross-border cooperation?
- How is the project managed and governed?
- Who is leading the initiative?
- What is the role of the COM?
- How is interoperability achieved?
- ...

Break Out Sessions

- **Main motives (orange):** what are the key incentives/motives/critical factors for linking up eGovernment services in your area across Europe?
- **Main enablers (yellow):** What is driving/enabling the development of cross-border application of your service
- **Main obstacles (blue):** What is holding development back?
- **Possible solutions (green):** what actions could be taken to overcome these; by whom, and at which level?
- **Outcomes:**
 - Which high impact PEGS would truly add value to you/your organisation/Europe as a whole?
 - Suggestions for PEGS governance and role of the Commission

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<http://www.euregov.eu/index.html>

Role of Non-Government actors

- **Neither governments nor citizens are most likely source of ideas for successful eServices**
- **Small, agile organisations can harness the expertise and intuition of its designers and implementors without undue constraint and interference.**
- **Governments may not be well suited to developing eServices that leverage their own existing services (Legacy, aversity to change)**
- **PEGS are unlikely to grow spontaneously out of geopolitically localized eServices and may require the concerted efforts of interest groups that have the vision to see the potential for turning existing non-PEGS into PEGS.**