



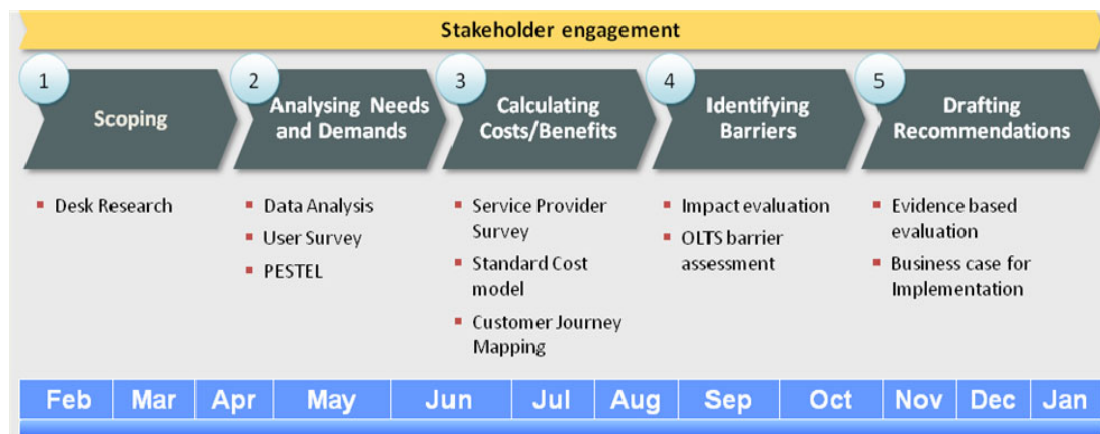
# Background document introducing the Study on the Analysis of the Needs for Cross-Border Services and Assessment of the Organisational, Legal, Technical and Semantic Barriers SMART 2011/0074

## 1. Study Objectives and Approach

The Malmö declaration, the eGovernment Action Plan and the Poznan Ministerial eGovernment Conference all emphasized the importance of cross-border services for achieving socio-economic prosperity and sustainable public services. In the Digital Agenda for Europe, the Member States (MS) have been invited by the European Commission (EC) to “discuss and agree on a common list of key cross-border public services.”<sup>1</sup> The *Study on the Analysis of the Needs for Cross-Border Services and Assessment of the Organisational, Legal, Technical and Semantic Barriers* will therefore

- 1) Support the European Commission and the Member states in validating the key cross-border public services with the highest impact that should be deployed;
- 2) Identify the barriers that need to be overcome;
- 3) Point to the (potential) benefits of the cross-border public services implementation;
- 4) Provide scenarios for a discussion on if and how these services could be implemented by 2015

The study approach consists in five successive steps, in which multiple methods of analysis are used. In each of the phases stakeholders are actively engaged through stakeholder meetings, briefings and steering groups.



## 2. Achieved milestones

### Scoping

As there are hundreds of eGovernment services to potentially analyse, the first step in the study was to downfilter the number of services in order to bring focus for the next steps.

<sup>1</sup> Action 84, A Digital Agenda for Europe



**National eGovernment portals were matched against the existing COFOG<sup>2</sup> taxonomy**, resulting in a long list of 350 potentially relevant cross border services. These were then grouped and categorised into a list of 124 services. Thanks to desk research and expert assessment, the **124 services were downfiltered according to political and/or policy relevance, initial quantitative relevance and ongoing cross-border activity**, to a first study scope of 25 eGovernment services:

### **Analysing Needs and Demands**

Secondly, the past and future needs (required by regulations/policies) and demands (expected by users) have been fine-tuned for each of the 25 cross-border services. Therefore, quantitative and qualitative **data of over 150 national and international sources has been analysed**. These results are complemented by a User survey that assesses the future demands for and past experiences with cross border services of over **1000 European citizens and businesses** from five different EU countries (DE, ES, PL, SE, UK). Together, this has produced an accurate estimate of the current and latent demand of the 25 cross-border services.

By performing a **PESTEL analysis**, the potential future societal evolutions and their impact on the need for specific services have been further qualified. The core approach of PESTEL analysis is to identify the primary changes that are expected over a given timeframe for six key factors: **Political, Economic, Social, Technological, Environmental and Legal factors**. For each factor, a series of key questions has been defined that has allowed the study team to determine what the expected changes for a given factor will be, e.g. Is the need for the service impacted by the debt crisis (economic factor)? Is there legislation requiring the creation of the service (legal factor)? Does the ageing of the European population positively or negatively affect the need for the service (social factor)? Based on available sources, for each question, a score is assigned from 1 (very negative expected impact on future need for the service) to 5 (very positive impact). The average scores of all six PESTEL factors per services, enabled a ranking of services in order to determine which services are likely to witness the most substantial increase (or decrease) in need over the coming years.

A more qualitative approach has been added by the organisation of **two Stakeholder meetings** during the course of April 2012, in which MS and EC representatives scored the 25 services according to their perceived demands, needs, political and administrative relevance. The insights retrieved from the Stakeholder meeting, together with the Needs and Demand analysis enabled the study team to rationally downfilter to seven crucial services in seven countries on which further analysis will be performed during the course of this study.

*The results of the scoping exercise and the Needs and Demands analysis are presented briefly in the Annex and further in deliverable D1.3 Inventory of cross-border eGovernment services & D2.1 Analysis of existing and future needs and demand for cross-border eGovernment services.*

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<sup>2</sup>The UN Classification of the Functions of Government



### 3. Ongoing and future study activities

#### Calculating Costs and Benefits

For the seven downfiltered cross-border services a cost analysis is currently being carried out. The cost data is retrieved from Service Provider surveys and public spending reports from seven EU MS, namely: Denmark, Estonia, Germany, Netherlands, Portugal, Spain and the United Kingdom. It will be completed by empirical data, available reports and qualitative data. The cost analysis focuses on two types of costs:

- 1) **Implementation Costs:** Costs that are needed to prepare and implement the service online. For these costs an average estimate is made of what activities are needed to implement an online service, what it costs and what incremental costs are generally made to provide a service cross-border.
- 2) **Operational Costs:** Costs that are needed yearly to keep the service running, i.e. to maintain and provide the service. For these costs the difference in time and money spent for online and offline services and national and cross-border are calculated. The potential reduction of time spent by public officers and/or the reduction of maintenance costs contribute to the benefits for the implementation of services.

The cost analysis is complemented by the mapping of the Customer Journey for each of the seven services in all seven countries. This will support the identification of gaps and barriers within the service process and to determine potential user benefits to be leveraged in adjoining areas. The Customer Journey Mapping exercise feeds into the Cost analysis as well as the Barrier analysis.

#### Identifying Barriers

The fourth step in the study process is the assessment of Organizational, Legal, Technical and Semantic barriers. By collecting information from existing studies on barriers, from the user survey (performed for the need and demand analysis) and from the Service Provider surveys (performed for the cost-benefit analysis), main barriers will be identified and their impact (citizens – businesses – administrations) will be assessed. This way, practical recommendations can be made to smoothen the future implementation of online services.

#### Drafting recommendations

The final step of the study is to draw upon the above in drafting a business case with substantial and actionable recommendations to tackle the organisational, legal, technical and semantic barriers to improve and provide further high impact cross-border services. Work package 5 is a horizontal stream that will build upon the outputs of work packages 1-4. With again active stakeholder engagement, work package 5 will therefore adopt a holistic approach by considering policy, governance, technology, legal, economic and organisational aspects, thus ensuring the recommendations are sound and have taken into account the necessary parameters to be successfully implemented.



## Annex I: Results Data Analysis

	Estimate of EU27 cross-border users (per annum)	User survey: most used services	PESTEL Scores	Stakeholder input <sup>3</sup>
<b>Moving and Residence</b>				
M1 Register as domicile	1,205,000		4,18	
M2 Request ID documents	1,446,000	65,80%	3,99	1
M3 Enrol as a student	130,000	43,20%	3,68	1
M4 Vehicle taxes payment (special declaration)	622,000	56,50%	3,41	
M5 Applying for a driver's licence	104,000		3,43	
M6 Order a birth certificate	137,000	33,20%	3,23	
M7 Register a death	22n598		3,22	
M8 Register real estate purchase	66,000		3,43	
M9 Register for Legal Aid	279,000	14,50%	3,63	
<b>Health</b>				
H1 Electronic prescriptions	4,295,071		3,89	
H2 Access to patient summary	20,140,000		3,94	1
<b>Employment</b>				
E1 Work permit Application	1,000		3,87	
E2 Income Tax Declaration	235,000	66,60%	3,9	1
E3 Register for a pension	2,000	16,20%	3,88	
<b>Procurement</b>				
P1 Submitting a tender for public procurement	122,000	21,40%	3,82	1
<b>Business and Start-up</b>				
B1 Register a new legal entity	18,000	27,10%	3,96	1
B2 Corporate/business tax declaration	177,000	56,80%	3,23	
B3 Register for VAT	18,000		3,75	
B4 Submit VAT declarations	561,000		3,71	
B5 Register a new employee	84,000		3,54	

<sup>3</sup> The '1' indicates that this service was one of the seven services voted for most by Member States and the European Commission during the workshops as a preferred service to implement in the future.



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B6 Pay social contributions for employees	1,491,000		3,51	
B7 Report termination of employee(s)	55,000		3,4	
B8 Register a new vehicle	3,000		3,45	
B9 Register a real estate purchase	1,000		3,34	
B10 Consult the business register	4,641,000	37,10%	3,93	1