



Institut für
Informationsmanagement
Bremen GmbH



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Reorganisation of government back-offices for better electronic public services – European good practices (back-office reorganisation)

Final report to the European Commission

January 2004

Volume 2: Annexes 1 to 5

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Volume 3: Annexes 1 to 5

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Annex 1 -- Online checklist and manual

Online checklist

Formularbeginn



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Back-office integration benchmarking project

Online checklist to get the „short list“

Date of consultation:

Reviewer:

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Public body:

URL:

Services with transactions

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1. Income taxes: declaration, notification of assessment*Definition: "Standard procedure to declare labour income tax of an employee."*

a.)

(1 point) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry to start the procedure of filing an income tax return of an employee online (an individually signed version may have to be sent separately).



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number)



(3 points) – Administration replies with the required document.



(4 points) The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to deal with the declaration of income taxes of an employee via the website. The complete income tax declaration and notification of assessment can be treated via the website. No other formal procedure on paper is necessary for the applicant.



b.)

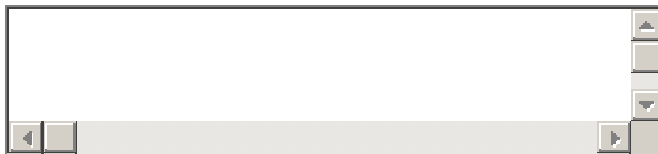
The service is embedded into a need-situation (e.g. links are provided to the individual tax account).



c.)

Electronic payment is integrated.

Service specific remarks:



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2. Job search services by labour offices

Definition: "Standard procedure to obtain job offers as organised by official labour offices, no private market initiatives."

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – A form can be downloaded and a personal profile filled in by the job searcher and the request (application/order) can be sent online



(2 points)– The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number)



(3 points) – The administration replies with an electronic supply of pre-selected jobs related to a given profile of the job searcher.



b.)

The service is embedded into a need-situation (e.g. to private job agencies) with reduced user effort (e.g. without additional registration data entry).



c.)

(Not relevant)

Service specific remarks:

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3a. Social security contributions: Unemployment benefits

Standard procedure to obtain an income in case of unemployment

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – An official electronic form can be downloaded and filled in by the user; then the procedure to obtain unemployment benefits can be started online.



(2 points)– The user receives an (individualized) answer (online) that his application form is acceptable (evidence, e.g., by registration number).



(3 points) – The administration confirms the entitlement to obtain unemployment benefits.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to deal with the application of unemployment benefits incl. attachments or electronic signature completely via the website.



b.)

The service is embedded into a need-situation, other (public or private) services (e.g. private job agencies or search machines) are available beside this service.



c.)

Electronic payment is integrated.

Service specific remarks:



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3b. Social security contributions: Family allowances

Child allowance: standard procedure to obtain child allowance

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – An official electronic form can be downloaded and filled in by the user; then the procedure to obtain child allowance can be started online.



(2 points)– The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) – The administration confirms the entitlement to obtain child allowances.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to deal with the application for child allowance incl. attachments or digital signature completely via the website.



b.)

The service is embedded into a need-situation, other (public or private) services (e.g., links to kindergartens) are available beside this service.



c.)

Electronic payment is integrated.

Service specific remarks:



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3c. Social security contributions: Medical costs (reimbursement or direct settlement)

Medical costs: standard procedure to obtain reimbursement of costs covered by obligatory medical insurance

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – An official electronic form can be downloaded and filled in by the user; then the procedure to obtain reimbursement of costs covered by obligatory medical insurance can be started online.



(2 points)– The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) – The administration confirms the reimbursement or the direct settlement.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to deal with the reimbursement or direct settlement of medical costs incl. attachments or digital signature completely via the website.



b.)

The service is embedded into a need-situation, other (public or private) services (e.g., links to other medical cost imburseurs such as state authorities, health insurance companies) are available beside this service.



c.)

Electronic payment is integrated.

Service specific remarks:



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3d. Social security contributions: Student grants or loans

Standard procedure to obtain student grants or loans for higher education

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – An official electronic form can be downloaded and filled in by the user; then the procedure to obtain student grants (or credits) can be started online.



(2 points)– The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) – The administration confirms the entitlement to obtain student grants or loans.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to obtain student grants or loans incl. attachments or digital signature completely via the website.



b.)
The service is embedded into a need-situation, other (public or private) services (e.g., links to university enrollment or to foundations that award grants) are available beside this service.



c.)
(Not relevant)

Service specific remarks:

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4a. Personal documents: passport

Standard procedure to obtain an international passport:

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining an international passport online.



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number).



(3 points) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form and with a digital photograph to start the procedure of obtaining an international passport (including individualized reply).



b.)
The service is embedded into a need-situation, e.g. the registration data can be used for further forms.



c.)
Electronic payment is integrated.

Service specific remarks:



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4b. Personal documents: driver's licence

Standard procedure to obtain a driver's licence for a personal vehicle not for professional use.

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining a driver's licence online.



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number)



(3 points) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form and with a digital photograph to start the procedure of obtaining a driver's licence (including individualized reply).



b.)

The service is embedded into a need-situation, e.g. the registration data can be used for further forms.



c.)

Electronic payment is integrated.

Service specific remarks:



The image shows a screenshot of a web browser window. It features a large, empty search bar at the top. Below the search bar, there are several navigation buttons: a back button, a forward button, and a search button. The browser's address bar and other interface elements are partially visible at the bottom.

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5. Car registration (new, used and imported cars)

Standard procedure to register a new, used or imported car.

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form to start the procedure of registering a new, used or imported car online.



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number)



(3 points) – An official application form can be downloaded and filled in by the user; it offers the possibility of an electronic entry with an official electronic form and the possibility to choose a licence number according to own preferences including search of a data base of available number plates.



b.)
The service is embedded into a need-situation (e.g. change of address).



c.)
Electronic payment is integrated.

Service specific remarks:



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6. Application for a building permission

Standard procedure to obtain a building or renovation permission for a private building (regular, initial demand, i.e. not taking into consideration contesting and appeal).

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining a building or renovation permission (an individually signed version may have to be sent separately).



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number)



(3 points) – The administration confirms the entitlement to obtain a building permission.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to obtain a building permission incl. attachments or digital signature completely via the website.

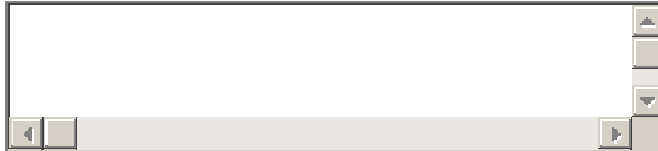


b.)
The service is embedded into a need-situation (e.g., the user can request other individual building-related issues).



c.)
Electronic payment is integrated.

Service specific remarks:



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7. Declaration to the police (e.g. in case of theft)

Standard procedure to officially declare a theft of personal goods (ex. car or home burglary) to a local police office.

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form which starts the procedure of submitting an official declaration to the local police online.



(2 points) – The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number).



(3 points) – The police replies if the stolen goods are found or after a certain period of time if the search is discontinued.



b.)

The service is embedded into a need-situation, for instance, registration data can also be used for other forms, e.g. of insurance companies, lost property office, etc...



c.)

(Not relevant.)

Service specific remarks:

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8. Public libraries (order books, CDs, etc.)

EU definition was extended to include the following transactions:

Standard procedure to order books, CDs after consultation of the catalogue(s) of a public library to obtain a specific information carrier

a.)

Transaction (please tick only the highest level of transaction):

(1 point) – An electronic form can be used to order a book, CD, etc. (in advance) and the request can be sent online.



(2 points)– The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number).



(3 points) – The service provider sends an electronic confirmation that the book, CD, etc. is available.



b.)

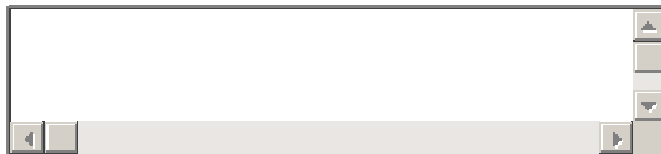
The service is embedded into a need-situation, other (public or private) libraries are linked beside this service.



c.)

Electronic payment is integrated.

Service specific remarks:



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9. Certificates (birth, marriage): request and delivery

Standard procedure to obtain a birth or marriage certificate (can be one document out of the National register of persons in some countries).

a.)

Transaction (please tick only the highest level of transaction):

(1 point): The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining a birth or marriage certificate online.



(2 points): The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).



(3 points) – Administration replies with the required document.



(4 points) The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to request for delivery of the certificate completely via the website incl. attachments or digital signature.



b.)
The service is embedded into a need-situation, other (public or private) services are available beside this service.



c.)
Electronic payment is integrated.

Service specific remarks:



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10. Enrolment in higher education / university

Standard procedure to enrol students in a university or another institution of higher education subsidised by an official authority in the country.

a.)
Transaction (please tick only the highest level of transaction):

(1 point) – The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of enrolling students in a university or another institution of higher education online.



(2 points) – The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).



(3 points) – Administration replies with the required document.



(4 points) The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to request for enrolment in higher education / university completely via the website incl. attachments or digital signature.



b.)

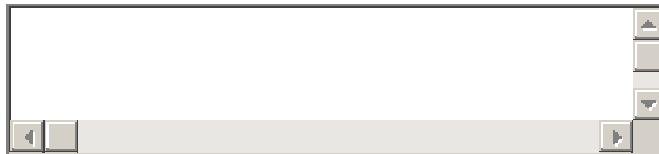
The service is embedded into a need-situation, e.g. registration data can be used for further forms (e.g. of public flat providers).



c.)

Electronic payment is integrated.

Service specific remarks:



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11. Notification of moving (change of address)

Standard procedure for the notification of change of address of a private person moving within the country.

a.)

Transaction (please tick only the highest level of transaction):

(1 point): The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of an official change of address notification online.



(2 points): The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).



(3 points) – Administration replies with the required document.



(4 points) The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to start the procedure of an official change of address completely via the website incl. attachments or digital signature.



b.)

The service is embedded into a need-situation, e.g. registration data can be used for further forms (e.g. of the utility company, postal service).



c.)

Electronic payment is integrated.

Service specific remarks:



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12. Health-related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)

Standard procedure to obtain an appointment at a hospital officially recognised by a national, regional or local authority.

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining an appointment at a hospital online.



(2 points) - The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number or a proposal with the date for the treatment).



(3 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining an appointment at a hospital with the possibility of choosing a specific date for the treatment out of a data-base.



b.)

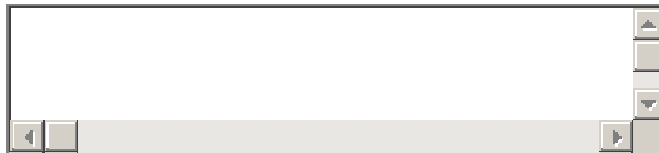
The service is embedded into a need-situation, e.g. registration data can be used for further forms (e.g. of the health insurance company).



c.)

Electronic payment is integrated.

Service specific remarks:



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13. Social contributions for employees

Standard procedure to declare social contributions for employees

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of declaring social contributions for employees online.



(2 points) - The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) – The administration confirms the declaration of social contributions for employees.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to declare social contributions for employees incl. attachments or electronic signature completely via the website.



b.)

The service is embedded into a need-situation, e.g. registration data can be used for further forms (inclusion of employees' income tax delivery or insurance contributions).



c.)

Electronic payment is integrated.

Service specific remarks:



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14. Corporation tax: declaration, notification

Standard procedure to declare corporate tax for income out of normal activities of a corporation

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure to declare corporate tax online.



(2 points) - The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).



(3 points) – Administration replies with the required document.



(4 points) - The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to deal with the declaration of corporation taxes via the website. The complete tax declaration and notification of assessment can be treated via the website incl. attachments or digital signature.



b.)

The service is embedded into a need-situation, other (public or private) services (e.g. links to the individual tax account) are available beside this service.



c.)

Electronic payment is integrated.

Service specific remarks:



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15.VAT: declaration, notification

Standard procedure for VAT declaration and/or notification for transactions regarding normal activities of a corporation

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of declaring VAT online.

(2 points) - The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).

(3 points) – Administration replies with the required document.

(4 points) - The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to deal with the declaration of VAT via the website. The complete tax declaration can be treated via the website incl. attachments or digital signature.

b.)

The service is embedded into a need-situation, other (public or private) services (e.g. links to the individual tax account) are available beside this service.

c.)

Electronic payment is integrated.

Service specific remarks:

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16. Registration of a new company

Most important registration procedure to start a new company.

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of registering a new company online.



(2 points) - The user receives an (individualized) answer (online) that the application form is acceptable (evidence e.g. by registration number).



(3 points) – Administration replies with the required document.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of registering a new company including attachments or digital signatures and the user receives an individualized answer online that the application form is acceptable (evidence e.g. by registration number).



b.)

The service is bundled with other need-situations, other (public or private) services are available beside this service and the user can ignore to fill in at least some of the own data because they are taken from the first entry.



c.)

Electronic payment is integrated.

Service specific remarks:



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17. Submission of data to statistical offices

Standard procedure to submit at least one statistical questionnaire with data to the National Institute for Statistics of the country.

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to submit at least one statistical questionnaire to the National Authority for Statistics.



(2 points) - The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) - The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to submit statistical data via the website. The complete data declaration can be treated via the website incl. attachments or digital signature.



b.)

The service is embedded into a need-situation, e.g. registration data can be used for further forms (data-delivery to other authorities).



c.)

(Electronic payment is not relevant.)

Service specific remarks:

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18. Customs declarations

Standard procedure for customs declarations for normal activities of a corporation

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of declaring customs online.

(2 points) - The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).

(3 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to handle the declaration of customs completely via the website.

(4 points) - The publicly accessible website managed by the service provider or by the administrative responsible level offers the possibility to declare customs via the website. The complete customs' declaration can be treated via the website incl. attachments or digital signature.

b.)

The service is embedded into a need-situation, e.g. registration data can be used for further forms.

c.)

Electronic payment is integrated.

Service specific remarks:

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19. Environment-related permits (incl. reporting)

Standard procedure to obtain at least one environment-related permit, delivered at the lowest administrative level, concerning the start of a corporate activity (without contesting and appeal).

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic form to start the procedure of obtaining an environment-related permit online.



(2 points) - The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).



(3 points) - The administration confirms the entitlement to obtain an environment related permit.



(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility to obtain an environment related permit incl. attachments or digital signature completely via the website.



b.)

The service is embedded into a need-situation (e.g., registration data can be used for further forms).



c.)

Electronic payment is integrated.

Service specific remarks:



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20. Public procurement

Standard procedure for a tender of a public procurement

a.)

Transaction (please tick only the highest level of transaction):

(1 point) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic tender form online.

(2 points) - The user receives an (individualized) answer (online) that her/his application form is acceptable (evidence e.g. by registration number).

(3 points) – The administration confirms the tender.

(4 points) - The publicly accessible website managed by the service provider or by the responsible administrative agency offers the possibility of an electronic entry with an official electronic tender form incl. attachments or digital signature completely via the website.

b.)

The service is embedded into a need-situation (e.g., registration data can be used for further forms).

c.)

Electronic payment is integrated.

Service specific remarks:

Submit

Formularende

Manual to use the Online checklist

Web search with the online-checklist

The online checklist is available at www.fgtk.informatik.uni-bremen.de/backoffice. Please enter “backofficeuser” as **name** and “backoffice” as **password**.

The checklist includes an information text at the beginning (date of examination, state, reviewer’s name, re-searched public body, URL, services with transactions, and specific remarks).

Back-office integration benchmarking project
Online checklist to get the „short list“

Date of consultation:

Reviewer:

Country:

Public body:

URL:

Services with transactions:

General remarks:

2 3a 3b 3c 3d 4a 4b 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

Afterwards, all services covered by this study are listed according to the numbering used in the “explanation paper” (delivered before the workshop). A single list can be used for both

- **specific services** (e.g. centralized on the national level, sometimes also groups of services, e.g. taxes) and for
- **comprehensive governmental websites** that cover several and different services.

It is not necessary to take care of all the items, users can scroll to each single service involved in the examined website (therefore, please use the red numbers on the bottom of the illustration above).

At this level of research this site description is the main base to examine the site. Better evidence will result from the second step (interview).

For each service please check the description on the website or try to get as far as you can, whether

1. an official application **form can be downloaded, filled in by the user and sent electronically** (an individually paper-signed version and/or attachments may have to be sent separately) (1 point);
2. The user receives **online an individualized answer** that his application form is accepted (evidence e.g. by registration number) (2 points),
3. The **administration replies electronically** (where legally possible) **with the required document** or a substitute (e.g. an announcement that the product can be collected). (3 points)

For some services, a further point can be given

4. if the applicant can deliver **attachments** and/or her/his **digital signature** via the website. The complete service (and notification of assessment) can be treated via the website. (4 points)

Further criteria with additional points are

5. **Embedment into a need situation** which is similar but not the same as “life event” or “business activities”. A “need-situation” covers additional services related to the examined service and simplifies the electronic entries the user has to make (e.g. if it is not necessary to repeat name and address in each form for different services). This bundeling of services can be obtained from the website on the one hand, but invisible bundeling in the back-office is possible, too. (1 point extra)
Please list the “bundling elements” in the “service specific remarks”-box.
6. **Inclusion of electronic payment function.** The term “payment” in this context covers both a charge for a service (e.g. to obtain a birth certificate) or the service itself (e.g. unemployment benefits or child allowance). “Electronic” means online banking, credit card, direct debiting, call centre. (1 point extra)

This means, that the maximum number of points a service can gain is six (four through transactions plus one each from “payment” and “need situation”).

In the example of the screenshot below, the maximum number of points given for transactions is 3, and payment is not integrated. The bundling here is understood as links to other libraries, this is mentioned in the “remarks”-box. Please use the box also if you think more points should be given for something else the service provides and which could be an indicator for a well-integrated backoffice.

8. Public libraries (order books, CDs, etc.)
*EU definition was extended to include the following transactions:
 Standard procedure to order books, CDs after consultation of the catalogue(s) of a public library to obtain a specific information carrier*

a.) Transaction (please tick only the highest level of transaction):

(1 point) – An electronic form can be used to order a book, CD, etc. (in advance) and the request can be sent online.

(2 points)– The user receives an (individualized) answer (online) that his application form is acceptable (evidence e.g. by registration number).

(3 points) – The service provider sends an electronic confirmation that the book, CD, etc. is available.

b.) The service is embedded into a need-situation, other (public or private) libraries are linked beside this service.

c.) Electronic payment is integrated.

Service specific remarks:

subscribers can lend books both from a network of public libraries (cities + "Länder") and from two private libraries

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9. Certificates (birth, marriage): request and delivery

In this example, the website also offers “registration of a new company” as a transaction included in the service. You should use the same form for it and click on “16” in the row of red numbers to jump to this service. If you click “go to send”, you will get the “submit” button. **Please check the ticks before you activate the “submit”-button!**

After activating the “submit” button at the end, the site is available for own electronic storage after it was filled in. **We highly recommend to save each single page! Please include the “Recordset ID”-number listed on top of the page in the file’s name** (in the example below: 43).

⏪ zurück ⏩ Vor ⏹ Stop ⌂ Home

Recordset Id: 43

Date of consultation: 17.03.2003

Reviewer: Hilmar Westholm

Country: Germany

Public body: Fantasycity

URL: www.fantasie.fe

Services with transactions public library registration of a new company

General remarks:

⏪ zurück ⏩ Vor ⏹ Stop ⌂ Home

6 a Application for a building permission:

6 b Application for a building permission:

6 c Application for a building permission:

6 Application for a building permission remarks:

7 a Declaration to the police:

7 b Declaration to the police:

7 Declaration to the police remarks:

8 a Public libraries: 3

8 b Public libraries: 1

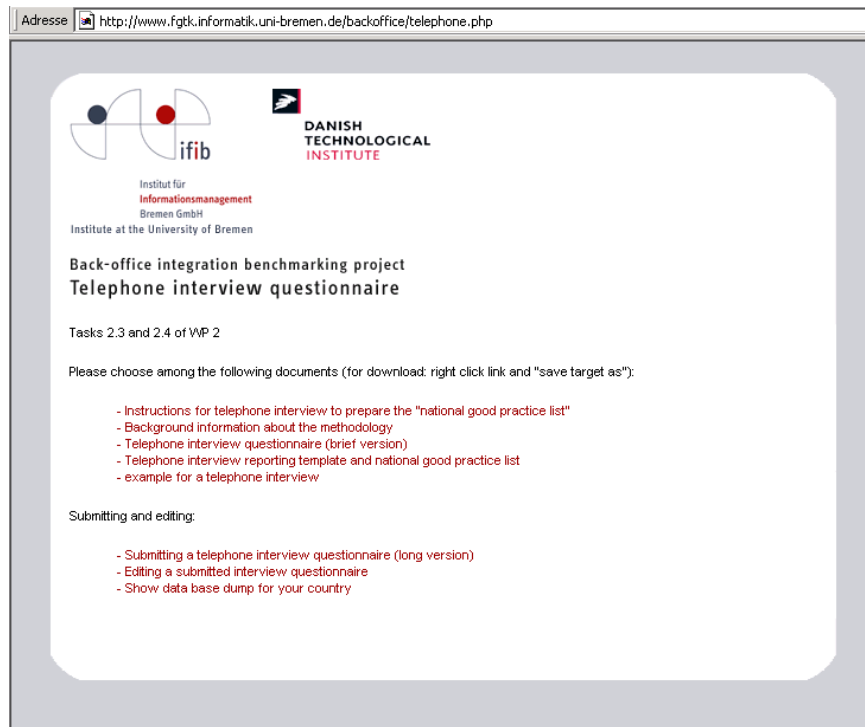
8 c Public libraries:

8 Public libraries remarks: subscribers can lend books both from a network of public libraries (cities + "Länder") and from two private libraries

9 a Certificates request and delivery:

Annex 2 -- Telephone interview questionnaire and instructions

Website with information about Tasks 2.3 and 2.4 of WP 2



Telephone interview questionnaire

SECTION 1

The following electronic service has been examined with the results as shown. Please confirm, correcting if necessary, and answer the supplementary questions.

The interviewer should fill in where instructed (marked in italics and on yellow background) before sending the questionnaire to the prospective interviewee. A separate questionnaire should be made for each service unless the services are sufficiently bundled to constitute one service offer. Do not forget to delete all these italicised instructions before sending the questionnaire to the interviewee.

1. Public agency (*name, including level of government, i.e. local, regional, federal, national, etc.*), if known, if not known, add this question here).
2. Service URL (*URL address. Note: a single URL can cover more than one service*)
3. Service (*service name from the list of 25 – though other specific services can be added if thought appropriate – or service bundle if bundled into citizen life or business events, in which case also list the constituent services from the list of 25*)
4. Level of transaction achieved (*Describe in words from the web search but do not show score*)
5. Is the service part of a bundle of services, e.g. around a citizen life event or business event, if so, how? (*Describe from the web search but do not show score*)

if so, how? (*Describe from the web search but do not show score*)

7. Add any other specific questions about the service and its presentation on the web-site (e.g. seen from the user perspective, whether paper transactions are involved in any part of service fulfilment).

SECTION 2

Section 1 was about the electronic service as experienced by the user (whether citizen or business). Section 2 is about whether there has been any “reorganisation of the back-office” within your public agency which is connected to the availability and use of the electronic service by the user. “Reorganisation of back-office” is defined as the digitisation of back-office processes (or work flows) within the agency. It does not matter when this took place (i.e. before, during or after the availability of the electronic service), as long as it has had an influence on the availability and use of the service by the user. If there has been no back-office reorganisation, the interview can terminate after Question 8 has been answered.

8. If digitisation of back-office processes has not taken place, how and why did your public agency make the electronic service available?

9. If digitisation of back-office processes has taken place:

- i) Describe in general terms the overall workflow implemented between user and back-office:

The following sub-sections, 9ii) to 9v), describe different degrees of process digitisation. When a user accesses the service, which one of the following best describes the new relationship between direct human intervention by a member of the agency staff and electronic data flow within the back-office, giving details of roles, sequencing and implications. You should answer only one option of ii) to v):

- ii) The interaction between the user and the service is only partially digitised so that the process of both user data input and data output response by the service are still interrupted by a human agent (employee of agency), e.g. by an employee who reads e-mail or pdf-forms from the user, checks the data, then keys them into the service application, and where the data response also needs a human interface.
- iii) The interaction between the user and the service is digitised to a greater extent than in i) so that no keying-in by human mediation (employee) is necessary, but checking and response initiation still need to be undertaken by an employee, so there is no automatic data response but one which requires a human interface.
- iv) Full automation -- the interaction between the user and the service is fully digitised and the only need for human agent intervention is in exceptional circumstances, i.e. there is full automatic data input, checking and response.
- v) Other (please describe)

10. Other issues surrounding back-office process digitisation:

- i) Are there any auxiliary services involved as part of the digitisation of back-office processes? Auxiliary services are defined as a) on-line payment, and b) digital signature. If yes, which of these are involved, how are they integrated into the back-office processes and are they connected to external agencies, such as banks, trust centres, etc.?
- ii) Is there an electronic controlling system by which the user can monitor the process or workflow (e.g. to trace the location or status of his/her request)?
- iii) Is it possible to use the service with test statements? If so, please describe:
- iv) What is the take-up of the service by users (using whatever measures and time periods are available, and please state these)?
- v) Have any cost-benefit analyses, or other impact/results assessment on your public agency been carried out in relation to the back-office reorganisation? If so, please give details:

- vi) The digitisation of back-office processes may have also changed, for example, staff skills and resources required, the roles and responsibilities of staff members, the management and organisational structures necessary, etc. If any of these have changed, please describe.
- vii) Do you have any other comments about the digitisation of back-office processes (e.g. part of a wider introduction of new technology into the public agency, official planning targets, legislation, initiatives to improve productivity, etc.)

SECTION 3

Section 3 is about whether there has been any 'back-office reorganisation' between different back-offices within the public agency and/or between different public agencies, private companies and third sector organisations, and, if so, collects basic information about it. You may need to consult others in your agency or in other agencies to answer these questions.

- 11. Has the digitisation of back-office processes involved more than one back-office (defined as a separate unit, department, etc.) within your public agency and/or between different public agencies, private companies and third sector organisations, in order to make the electronic service available to the user? If so, please:
 - i) describe which back-offices, other public agencies, companies or organisations are involved, including administrative levels if relevant, and noting whether or not any of these are at separate addresses.
 - ii) describe, in general terms, the overall workflow between user, first back-office, second back.-office, etc., distinguishing main steps, back-offices, agencies, etc.
- 12. Referring back to Questions 10 and 11, add any additional information which may be relevant for explaining the digitisation of processes between the different back-offices and/or agencies, companies and organisations:
 - i) About the interaction between back-offices, etc., including whether the digitisation processes are partial or complete.
 - ii) About the use of auxiliary services like on-line payment and digital signatures, user monitoring of request, using test statements, take-up of the service by users, cost-benefit analyses or other impact assessments.
 - iii) About any changes to, for example, staff skills and resources required, the roles and responsibilities of staff members, the management and organisational structures necessary, etc.
 - iv) Any other comments.

SECTION 4

Section 4 consists of one question:

- 13. Assuming some form of back-office reorganisation has taken place, would you (or others in agency) be willing to cooperate in an in-depth survey of your case if it is selected as one of the best examples in Europe? This survey will take place in May or June 2003.

Instructions for telephone interview to prepare the “national good practice list“

This is Task 2.4 of WP 2. Once a short list of potential cases has been prepared in each country (Task 2.3) as a result of the web-search (Task 2.2), a telephone interview will be undertaken, the results of which will be used as a decision tool:

- for National Experts to prepare their national good practice lists (Task 2.5)
- for the Contractors supported by the National Experts to prepare the European good practice list (Task 2.6)

Preparation:

- Find the appropriate interviewee(s), e.g. by checking the website, contacting the agency, through your personal networks, etc.

Prior to the actual interview:

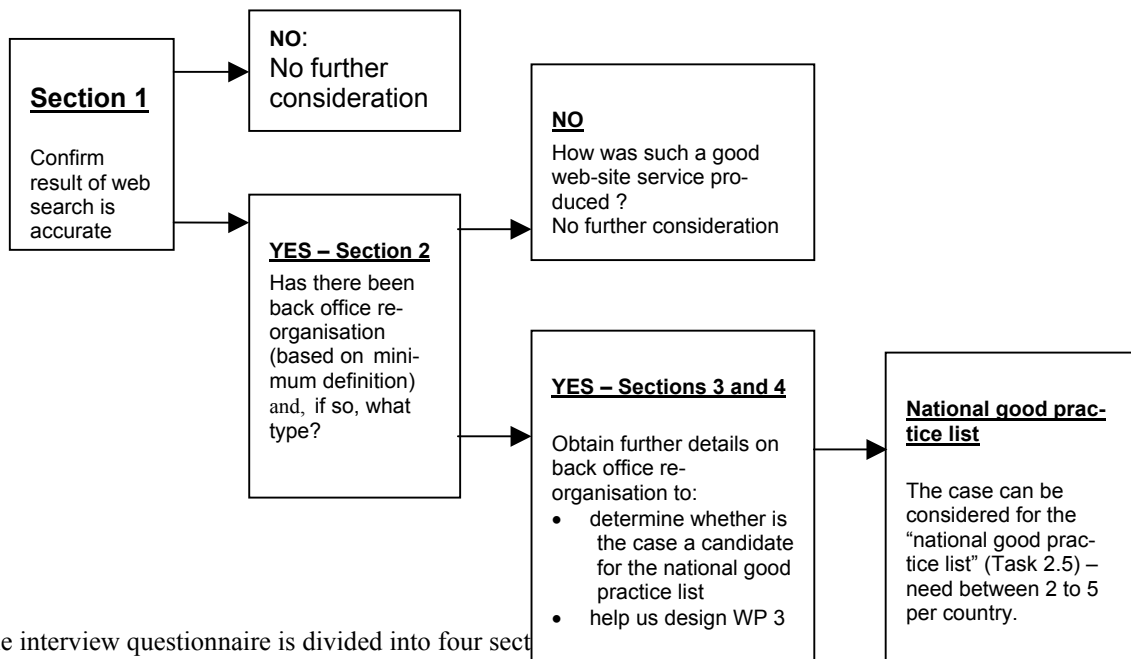
- Initial telephone contact:
 - Briefly explain the back office-integration project to the interviewee (e.g. survey by the EC to investigate how government back offices can be re-organised to provide better electronic public services and to study the best examples in Europe). If relevant, send the standard EC letter by email attachment, fax or post (this is supplied by DTI).
 - Briefly explain how their web-site service was found and why it is thought that this could be one of the best in Europe.
 - Confirm that the person you are talking to is the most appropriate interviewee – if not ask who is. In either case ensure you have full contact details, including telephone and email address.
 - Request a suitable date and time for a short interview (say 15-20 minutes). Agree a time that enables you to send the brief version of the questionnaire in advance so that the interviewee can quickly study it and prepare as necessary. In some cases it will be necessary to send a translated version to the interviewees, it's up to you to decide whether it is possible to send the English version.
 - Agree which telephone number you will ring to on this date and time.
 - Request if a written description of the service(s) and of the back office process digitisation and integration is available (sometimes these exist as part of the initiative).
 - Express your thanks for all their help.
- Send in advance by email, fax or post, all supplied by DTI/ifib:
 - i) Brief version of the questionnaire (note you should fill details of the appropriate web-search in Question 1 before the questionnaire is sent)
 - ii) cover letter which contains a brief explanation of the survey objectives and of the purpose of the telephone interview, and also asks them to contact you urgently if, having seen the documentation, they conclude that another person should be interviewed (if so, whom)
 - iii) standard EC authorisation letter but personalised with your organisation name and personal name as appropriate

Interviewer's guide to telephone interview:

- The telephone interview (task 2.4) has been prepared using a standardised approach in order to ensure comparability, but it is also important to capture some variety in order to help us select the cases for the national good practice lists and to prepare for WP 3.
- Before you read out the questions during the interview and engage in discussion, ensure that the interviewee is the most appropriate person to talk to, as, after receiving your material, they may have concluded that another person should be interviewed. Make new arrangements as necessary
- Ask the interviewee if they have any questions or comments before you start.
- Explain that the interview will last approximately 15-20 minutes, maybe shorter, depending on the complexity of the case.
- The results of the web-search are incorporated into Question 1 to be checked and clarified with the interviewee.

- The following diagram provides an overview of the flow and structure of the interview.

Task 2.4 Good practice success questionnaire – overview of telephone interview



The interview questionnaire is divided into four sections.

Section 1 This section confirms, and if necessary corrects, the results of the web search about the electronic service.

Section 1 is compulsory for all cases.

Section 2 This section establishes whether there has been any ‘back-office reorganisation’ and, if so, collects basic information about it.

Section 2 is compulsory for all cases, except where there has been no back-office reorganisation which is ascertained in the first question in Section 2.

Section 3 This section establishes whether there has been any ‘back-office reorganisation’ between different back-offices within the public agency and/or between different public agencies, private companies and third sector organisations, and if so, collects basic information about it.

Section 3 is only compulsory for cases where there has been such back-office reorganisation between different back-offices within the public agency and/or between different public agencies, private companies and third sector organisations.

Section 4 Assuming back-office reorganisation has taken place, this section establishes whether or not the interviewee (or others in the agency) are prepared to be the subject of an in-depth survey as one of the best examples in Europe.

Section 4 is compulsory, assuming back-office reorganisation has taken place.

Please make notes during the interview and try to complete it soon afterwards according to the long version of the interview questionnaire. For the final (English) version, please use the online template available at <http://www.fgtk.informatik.uni-bremen.de/backoffice/telephone.php> which can also be edited by yourself if you realize mistakes later on.

Annex 3 -- Tables for service clusters with criteria and reasons for selection

The yellow marked cases were selected in a preliminary European good practice list covering 30 good cases. At the end of the face-to-face interviews, 20 cases will be selected.

Clusters with services for citizens

Cluster: Income generating eService - citizen

Service: *Income tax (1)*

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Spain		4+1+1	D	c (without payment) b (incl. payment)	2x3 (only payment - no information about the other bo's)***** **	- refund has to be started by an administrative act (but it might be the same as in the other cases as well) + (really) integrated payment via the website + reflection of the refunded or the tax that have to be paid by the citizen + no paper work required
Austria		4+1+1	C*	b**	4x4	- notification by mail because of the rules, but also available via un/pw + digitisation degree + payment + calculation of the estimated refund + mostly no paper work required
Finland		***	D	C	2x5+	no web service for citizen, proactive delivery of filled in form insufficient description + digitisation between bo's + no paper work required
Iceland		4+1+0****	D	C	2x6+	brief description web based pro active service for the citizens + no paper work required
		4+1+1	D****	C	2x2*****	only brief description no information about required documents + payment + tax account + ranked 2 (France)
Ireland		4+1+1*****	D	C	3x3	probably not comparable (service for self-employed employees) + no paper work required + fully digitised + ranked 1 (Ireland)
Greece		3+1+0	C	b/d	2x2 (but digitisation b!)	- workflow is interrupted between web application and Department + no receipts required, only in case of controls, receipts have to be delivered to the office
Netherlands		4+0+1	C	C	3x4	no information about the notification no information about evt. required documents
Germany		3+0+0	C	b**	2x2	- no bundling until now - in most cases paper work is required (tax card, receipts) + fully digitised front end
Italy		3+1+1	C	b***** **	***** **	not well described - workflow not fully digitised

- *: ranked: D by Austria, but no statements regarding multi service
 **: c is possible but prohibited by law
 ***: pro active service which is not a web service for citizen
 ****: not really clear because of the insufficient description
 *****: there are mainly two bo's involved (beside others?)
 *****: income tax for self-employees. Is therefore probably not comparable to the other cases
 ***** **: no information about conducted bo's except those in case of payment
 ***** ***: scored c by Italy but the workflow is interrupted at least twice by transmission via magnetic means and notification by post so the complexity score is also low

Other: Service: *property value tax*

Netherlands		3+1+0	C	B	10-20	
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Cluster: Registration eServices for Citizen

Service: *Car registration (5)*

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Sweden		2+0(1)*+x	D	C	2x7	+ fully digitised
Netherlands		3(?)**+1+?	C (D)*	C	2x9	insufficient description**** + fully digitised (?) + bundling
Italy		3+1+1***	C	C	2x2	+ fully digitised _****
Iceland		3(?)**+1+1	A	B	1x1	(www.form.is) + payment of taxes and fees
Ireland		3(?)**+1+1	D	C	1x2	

*: misunderstandings in the meaning of 'bundling'

** : no statements about the choose of licence-no. and plates. Score 4 is not possible (but scored by NL!)

***: only payment of taxes; no statement about fees.

****: no statements about fees, number-plates, choose of licence-no.

Service: *Certificates (9)*

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Germany		4+1+1	C	C/b*	2x2	- certificate is in paper form + payment integration in SAP
Portugal		3+1+1	C	B	1x3	- certificate is in paper form - one part of the workflow as fax (until now) + payment
France		3****+0+x		A	1x1	- low scored
Belgium		2+0+(1)		a	1x1	- low scored - payment is only in test mode (1)
Greece		3+0+x	C	a	2x3***	- digitisation: a
Greece		3+0+x	C	a	2x3***	- personal appearance - digitisation: a
Greece		3+0+x	C	a	2x3***	- personal appearance - digitisation: a
Luxembourg		2+0+0				- low scored
Luxembourg		1+0+0				- low scored

*: c in case of payment, b in case of issue the certificate

** : payment by paybox.

***: digitisation 'a' could usually not lead to complexity score 2x3, or?

****: no dig. sig. allowed for requesting certificates

Others: *Certificate of registry*

Austria	Help.gv	4+1+1	C	c	2x2	+ high value of usage + payment by paybox (online payment foreseen within 2003) + fully digitised (incl. online delivery of certificate) + portal solution
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Service: Announcement of moving (11)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Finland		4+1+x	C	b/c*	2x~40	- digitisation: actually: b + update of ~40 databases automatically + paperless by using dig. sign.
Sweden		4+0**+0	D	c	2x3	- no payment - less bo's
Denmark	netborger.dk	4+1+x	C?	b?	?	+ bundling of service in a common portal
UK		1+1				no need for notification - low scored

*: decision of the home municipality is required

**: no statement of bundling (but scored in the documentation with 1)

Cluster: financial benefits (5 services)*Service: job search*

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Austria		3+1+1	C	C/a/b		Similar like Dutch and Belgium case
Belgium	Hotjob	3+1	B	C	1	+ personalised links and press information for citizens/companies + extension via EDEN to other countries and another project to private job intermediaries + coordinator of EDEN + good performance: 250,000 visits/Month (job seekers + companies)
France	L'ANPE	2+0+0	A	d	2x2,500x2	CV's, password necessary - 1,500 Internet Access points deliver access to jobs in local antennas
Greece	OACD	0+0	C?	d/a	1x10	- low level of digitisation - employers and job seekers have to visit the local branch of the job agency!
Netherlands		3+0+0	C	c	10-20	(similar like Belgium case) + good performance (~200,000 per month) + fully digitised – same system for external users as in backoffice (!)
Sweden	AMS	3+0+1	A	c		Pool of job searchers profile, getting a list of matching jobs (similar like Belgium case) + high performance (700,000-800,00 users per months) + model for EURES
CEC	EURES	3+0	C	C	1x1 (1x6)	Job search, CV-search, advisors' network - low number of companies using the service (by end of March 2003, the service was only delivered for four job categories; then for all) + project EDEN that connects different platforms/software of several countries (Belgium, France, Norway, Sweden) (Luxembourg and Portugal as silent partners)

Service: Unemployment benefits

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
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Service: Family allowances

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Ireland	REACH IMS	-	(D)	(c)		Proactive service
Netherlands						Proactive
Spain		4+1+1	D	D/c	?	
UK	Esd.dwp.gov.uk/index.jsp	3+1+1	?	?	?	Application for child benefit Limited availability of information

Service: Medical costs

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks

Service: Student grants (and loans)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Denmark		3+(1)+(1)	C/D	C/b	1x4	
Germany		3+0+0	A	b	3x1	+ high savings of money
Iceland		4+1				
Netherlands	IBG	3+1+1	B	c		

Cluster: Citizens: social benefits (3 services)*Service: Public libraries (8)*

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Denmark	DBV	3+1	C	b/c	1x1,000	+ All (!) public Danish libraries involved + users search and find directly + 411.686 during the first five months of this year + unclear: Interface / software(s)
Germany	GBVdirect and www.gbv.de	3(4)+0+0	C	b/c	1x451	+ high performance: 21,2 Mio. Titles, more than 10 Mio lendings/a + users search and find directly + users can receive books directly (gbv.direkt) - mainly scientific libraries involved, no local libraries
Italy		3+1	C	b/c	4 (??)	+ participating libraries have choice to select to which of the 6/7 types of approved software they may use in their digital cataloguing + foreign libraries involved - users don't access data base but receive a reply if book etc. is available - Complexity score unclear
UK	www.tameside.gov.uk/libraries	3+1+1	B/C	B/c	1 x 6	+Variety of online services associated with a public library, including book ordering, fine-paying, online catalogue - Local system
UK	British Library Online Catalogue	3+0+1 payment online but no embedding	B	C	1 x 3	+ National system - Limited functionality and availability of titles.

Service: police declaration (7)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks

Finland		3+0+0	C	b	1x280	+ national level
Netherlands		3+0+1	C?	a		+ cost reductions - regional (Rotterdam)
Portugal		3	A	a	1x1	- only one city - take up not relevant
Spain		2+0+0				- no interview
UK	www.polic e.uk	3	A	d	1x53	+ National level

Service: health related services (12)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Finland		3+1+(1)	C/d?	c	3x4x1	- pilot
Netherlands						+ for elderly and handicapped - no digital front office - regional
Norway	Healtnet	2+0+0	C	a	2x1	+ Nation-wide application + 10-20% of patients use the e-option - low degree of digitisation (but full e-integration is part of the development programme)

Others:

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Austria	Foreigners land owning	4	C	B	4x5	Hardly comparable

Cluster: eServices for licences and permits - citizen**Service: Application for a building permission (6)**

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Italy	Bologna	4+1+1*	C	b		+ geographic data + bundling (notification of moving) + payment of taxes
Italy	Enterprise	4+1+0	C	b	3x8	not well described service bundle - no payment - service for business + geographic data (in all cases?)
Germany	Esslingen	4+0+0	C	b	1x~40	another kind of workflow organisation - no payment + geographic data + access to the platform for relevant users + legally valid transactions by using dig. sign.
Austria		4+0+1**	A(?)***	b	1x?***	- ranked 9 (Austria) + geographic data + payment
UK	National planning portal	4+1+1	C	B	1x450+	National solution + national portal solution + including attachments (plans ?) + payment with credit card + great number of backoffices integrated - workflow on municipal level hardly digitised
Finland		4+1+0	C	b	2x?	- no statements about plans - ranked 7 (Finland)
Spain		4?****+0+x	A	b	2x2	- no statements about plans

						- ranked 7 (Spain)
Iceland		4+?+?	?	b		insufficient description - no statements about plans

*: payment only of taxes, not of fees.

** : payment via special platform which requires registration (not a service of the pa)

***: must be from higher level, certainly

****: no dig. sign. and no statement about attachments, so why score 4?

Service: Enrolment in higher education (10)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Finland		4+1+1	D	c	3x8?	no statements about graduation reports and sig. + bundling to student grants + payment + update of several databases
Sweden		4+1+x	C	c	3x5	no statements about graduation reports and sig. - notification via the web and by post, in future via email + bundling to student grants (less developed than in F) + proper service
Ireland		3+0+1	C	c	2x2	no statements about graduation reports - no bundling + payment
Italy		3+1+1	C	c	2x5	no statements about graduation reports - no bundling to student grants - low uptake + ranked 1 (Italy)
Netherlands		3*+1+1	D	a*	2x?	no statements about graduation reports - form has to be sent by mail + in future form can be sent electronically + bundling to student grants + update of several databases
Norway	Samordna	4	C	c/d	1x20	fully digitised workflow but selection of students by 'human' interface
UK	UCAS	4+0+1	C/D	C/d		
France 3x						all three are (very) low scored

*: actually it has to be scored with: I resp. not with 'c' because the applicant has to send the form by mail

Service clusters for business

Business Portal solutions

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Finland	www.tyvi.org	4	C/D	C	1x5	
Spain	www.aet.es	4 +1 (+1)	D	D	2x	
Sweden	www.rsv.se	4+1	C	C	1x	

Cluster: Income generating services (Business)

Service: Social contribution

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Belgium	www.socialsecurity.be	4	C	C	1x	The service is a portal with ten services 136 indicators have been developed to measure performance Large BPR projects have been made Based on XML
Greece	www.ika.gr	4 +1	C	D	1	The service has a remarkable high take-up. The preparations seem to have been very thorough.
Finland	www.tyvi.org	4	C/D	C	1x5	Service portal all services in the segment included.
France	www.urssaf.fr	4 +1	C	C	7x105	It is hard to determine how much is implemented and how much projected in this case.
Germany	www.hkk.de and https://www.hkk.de/webcenter/ui/index.jsp	4+0(1?)+1	C/D	C/d	3x250	Backoffice-digitisation for all insurance companies, online access only possible in selected ones – that's the reason this case was selected Service has remarkable high take-up
Italy	www.inps.it	3 +1	A	D	1	

Service: VAT

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Greece	https://www.taxisnet.gr/web/	4 +1 +1	C	C	1x300	
France	www.finances.gouv.fr	4 +1 +1	C/D	C	1	
UK	www.hmce.gov.uk	3 +1	C	A	1	

Service: Corporation tax

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Ireland	www.ros.ie	4 +1 +1	C	C	1x?	
Portugal	www.seg-social.pt	3 +1	C	C	1x	
Spain	www.aet.es	4 +1 (+1)	D	D	2x	Service portal for several income generating services.
Sweden	www.rsv.se	4+1	C	C	1x	Service portal for several income generating services
Norway	Norw. Tax Administration	4	c)	C (2 b.o.)	2 x 1	

Service: Customs declarations

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Austria	http://www.ausse	4+1+1	D	D	4x4	Sophisticated service, with high take-up.

	nwirtschaft.info					
Ireland	www.ecustoms.ie	3	B	C	1x?	
Portugal	www.dgci.gov.pt/de/					This is an EDI system and it is only related to declarations on imported cars
Spain	www.aeat.es	4 +1 +1	D	D	2x	Part of a service portal for several income generating services.
Sweden	www.tullverket.se	4 +1	A	C	1	
UK		4+1+1	C	C	1x1	

Cluster: Registration eServices (business)

Service: registration of a new company (16)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Sweden		4+1+0	D	c	2x2 (!)	attachments? - no payment - no evaluation + 2 fully integrated bo's (?)
Italy	infocamere	4(3*)+1+1	C	b (d)	3x2 (?)	- digitisation: b + bundling + attachments + fully paperless + payment
Austria		4+1+x	C (D)**	b (d)	? because of digitisation: b***	- digitisation: b
Portugal		3+1+1	C	a	3x3	- personal appearance - digitisation: a
Belgium	Phenix	3+0+0	A (?)	b	1x1	- personal appearance - 1 bo

*: rated by Italy (3), but the service includes dig. sign. as well as attachments

**: Service bundling with related business services but not with related services to this service

***: complex service with many quality checks by the staff, so digitisation b, but are the further mentioned bo's then integrated as well? So is it possible that digitisation b results to a high complexity score? There are also many bo's involved while in Sweden are only 2 bo's responsible for the whole treating of the service. These two bo's are fully integrated. So what is better?

Service: submission of data to statistical offices (17)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Austria		3*+1+x	C	c	3x at least2***	+ digitisation: c (workflow digitisation not clear)
Denmark		3+0+x	C (?)	b	3x3 (?)	- digitisation: b - bad recommendation - no bundling
Netherlands		3*+1(?) +x	D (C)?****	c	3x?****	workflow digitisation not clear bundling not clear - use of PIN and TAN to access
Greece		3*+1+x	A (C)?**	b (d)	1x1	- digitisation: b (transport of data via CD)
Finland*****	TYVI concept	3+1+x	D	c	5x?	+ bundling
Norway		4	D	c	manyxmany	

*: no need for attachments and authentication by registration (username/password) or others

**: C was ranked by Italy but only one bo is involved. And what about Eurostat which is count as one bo in Austria as well?

***: detailed workflow to other offices has to be evaluated. Possible are at least 14 bo's (A) or 20 bo's (NL)

****: no information about model D is given (which services). So that can't be model D.

****: chosen in relation to the other involved services

Cluster: Business licenses and permits (1 service)

Service: Environment related permits (19)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Finland	TYVI	4+1+1	D	C	3+6+5+10+446+60	Since 2003 part of TYVI-service: - all kind environmental load and control information, which has been the conditions of the permit, from the companies (ie. environmental reporting including the statistics) -information on water works -information on physical planning / environment from the municipalities + Service bundled with other business-related (VAT etc.), - Only electronic services for environmental permits itself are the forms in Internet
Italy		2+1+1	B	B	4	unclear what service exactly delivers
Netherlands		3+1+0	C/D?	B	10-20	Case is citizen-related (garbage for citizens) interesting

Cluster: eServices providing direct financial benefits - business

Service: Public procurement (20)

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Austria	School-books	3+1*+0	D*	b**	3x8(?)	no statements about digitisation - not fully digitised + high performance (integration of schools and publishers) fully digitisation in 2004 when the order form do not have to be sent by post from school to seller + integration of budget limit regulation
Germany		4+1+x	A	c/b***	1x1	- model: A - not all bo's conducted + high scored + cost savings
France		3****+0+x	A	b	1x1	- not really procurement
Norway	Lavik	4+0+0	C	c	1x5x20	

*: If it is bundling and therefore model D has to be proofed

** : not c as stated in the documentation because of the interruption of the workflow between school and seller

***: in case of quantitative analyses: c; and in case of qualitative analyses: b

****: no signature is needed

Other services:

Country	Service-Name	Online-Scores	Model	Digitisation	Complexity	Criteria, remarks
Denmark	easy wages	4+1+1	D	c	1x5	+ high scored + payment incl. computing how much to pay + ranked 2 (Denmark)
Austria	eAMA	3+1	D	c	3x4	

Annex 4 -- Case study report template & face-to-face expert-interview guidelines

A lot of experience shows that the following template is easy to follow, as well as being systematic (and thus susceptible to analysis and comparison). It also clearly brings out the need to focus on change (especially in section 5), to clearly document the results (section 6), and to draw out the lessons learnt, thereby helping us to synthesise 'good practice' (section 7).

Notes:

- i) The following is both case study report template and interview guide. We are not using a questionnaire as such for the in-depth European good practice interviews.
- ii) The template has been piloted successfully in both Denmark and Germany.
- iii) Use the following to structure and guide your interview(s), as well as to write up your final report. Each section has a series of bullet points as more detailed guidelines.
- iv) When conducting the interviews and writing the case reports, it is important always to bear in mind the OVERALL FOCUS of this survey, i.e. to examine how the re-organisation of back-offices (and specifically the digitisation of work processes and flow) relates to service improvements (both quantitatively and qualitatively) for users. Each case study will contribute to an overall understanding of 'good practice', and the potential transferability of this good practice, which will be valuable for:
 - practitioners (service providers)
 - policy makers (both service provider decision makers and policy makers at higher levels)
 - researchers (by pinpointing further fruitful lines of research)
- v) When piloting in Germany and Denmark, we found it useful to prepare a rough first draft of the case report BEFORE the interview(s) took place. This has two advantages:
 - helps you summarise, and bring together, all the existing relevant material you have on the particular case, thus preparing you for the interview(s)
 - ensures that you have the case report structure, and the main points to pursue during the interview(s), firmly in mind.
- vi) All comments and feedback welcome

CASE TEMPLATE AND INTERVIEW GUIDELINES

1. **Executive summary.** A short summary of the whole case report, focusing upon:
 - description of the service (what service, how to use, performance, take up)
 - the service situation before and after the change brought about by the case
 - principal changes in brief
 - the back office (BO) situation before and after the change brought about by the case
 - the users involved
 - the BOs and agencies involved
 - the model (A to D) including complexity score and degree of digitisation
 - reasons why case has been chosen

This section will probably be short, but at least about 250 words.

2. **Background.** An overview of the case context:
 - why was the case started?
 - what problems or issues in general terms prompted the case?
 - which framework conditions govern the case, e.g. legal, political, socio-economic, technical, eGovernment programmes, policies and strategies, wider changes in the BO/agency (such as reorganisation), user demands, etc. It is important to describe the specific context of the case so that readers of the case report are able to compare this with their own context when thinking about transferability of experience.
 - longer term societal objectives (e.g. in relation to changes in governance, economy, social conditions, environmental sustainability, etc.). If relevant, state whether the case should contribute to European

Community policies, e.g. the four freedoms (free movement of goods, capital, people and services), the Single Market, Single Currency, enlargement, an Information Society for all, providing direct benefits to the citizens and businesses of Europe (inclusion, innovation, growth and jobs, etc.)

- basic facts and statistics about the case context should be included if useful (e.g. population of users services, number, size, type of government agencies, etc..)

This section should be at least 300 words and probably more.

3. **Specific objectives.** What precisely did the case set out to do, both short and long term? Describe in terms of very specific and potentially verifiable objectives where possible. These could include:

- purpose/relevance of the service, service description before putting it online
- objectives in relation to desired changes in services and the users targeted
- objectives in relation to desired reorganisation and related changes, and to the BOs/agencies involved

This section will probably be short, but at least about 250 words.

4. **Resources.** An overview summary of the resources the case has employed. How they are employed and with what results are covered in sections 5 and 6 respectively. Resources will principally be:

- ICT, e.g.:
 - standards including open standards (and the potential for transferability)
 - multiple access platforms for users (citizens, business, government staff), both traditional and electronic
 - scalability
 - open access tools (i.e. wide variety of user access software enabled)
 - technical interoperability within and between government agencies
 - Public Key Infrastructure, digital signatures, electronic payment, etc.
 - customised turnkey solutions versus standardised solutions
 - technologies and systems enabling data protection, security, trust, privacy, confidentiality and freedom of information
 - etc.
- financial (costs, revenue, charges, investments, etc.)
- knowledge resources, knowledge management, etc.
- human resources including skills and competencies
- organisational resources, i.e. which back-offices and/or agencies involved and their resources
- equipment, buildings, other technologies, etc.
- any user resources involved (e.g. a community group which acts as mediator, access to ICT, skills, etc., etc.)

This section should be sufficiently detailed so it is clear which resources have been used, and is likely to be a minimum of 250 words and probably more.

5. **Implementation.** What did the case do, using the ICT and other resources, in order to achieve its objectives? Focus is on the process of change, both intentional and unintentional, and the issues, problems, changes of plans, etc., which arose. This section should attempt to cover:

- which plans, tasks, activities, phases, programmes, etc., and how/when implemented
- how services changed
- web-site(s)/portal(s) created and how, etc.
- types, status and relationships of user(s) (with organograms if relevant) and how they used/reacted to services
- types, status and relationships of BOs/agencies and how they provided the services and reacted to user take-up, feedback, etc.
- workflow(s) and how digitised, including auxiliary services (plus diagrams if relevant):
 - between user and BO (stage 1)
 - between BOs/agencies (stage 2)
 - between BOs/agencies (stage 3), etc.
 - routines and exceptions
 - necessary documents
- management activities, for example:
 - coordination between initiatives/projects

- coordination and decision-making between BOs/agencies and/or levels of government
- coordination and decision-making between government and private sector and/or non-profit sector partners
- removal of barriers to cross border services, such as language, institutional and legal differences, different policies, priorities and visions
- management of change, i.e. eGovernment often involves changes to people (both staff and users) and organisations – how was this managed? Also mention whether there was a need to manage a crisis or whether the needs and situation changed during implementation, and what the result of this was.
- management of ICT
- management of resources
- knowledge management
- human resource management
- risk management
- etc.
- staff skills and personnel resources changed, e.g. through training programmes, etc.
- roles and responsibilities of staff members changed
- organisational structures changed
- awareness and marketing efforts and campaigns (both in the BO/agency and vis à vis users)
- has the case been innovative, e.g. done something new or different, at least going beyond the average situation to become a forerunner in its field, thus providing new ways of successfully implementing eGovernment services.

This section is likely to be the longest and lies at the heart of our 'good practice' description. It should thus be at least 2,000 words long and probably more.

6. **Results.** Which direct results did the case produce, where relevant related directly to case objectives (in section 3). The expectation is (given our selection of cases) that the case has had real and beneficial impact on a sufficient number of users and government agencies to make its experience valuable to others. Evidence of impact could be:
- in relation to users (differentiate between different types of users as far as possible):
 - documented economic return results – saving users money, e.g. by cheaper services where a charge is made, saving time and travel, streamlined and faster services such as tax, paying for licences and fines, etc.
 - other quantified results which document the extent and type of impact – e.g. user take-up, growth rate of take-up, awareness, etc.
 - qualitative results which illustrate the extent and type of impact – e.g. improvements in quality of life, business convenience, etc.
 - other qualitative results which show that users achieve service fulfilment, i.e. the services actually support/improve the functioning of their life, work or business. For example, through eServices which are highly relevant to user needs, integrate previously separate services as part of life or business events, are easy to use and navigate, incorporate design-for-all and sound usability principles, can be personalised by individuals or distinct user groups, etc.
 - data privacy and protection aspects for the user(s)
 - in relation to the BO/agency (differentiate between different BOs/agencies as far as possible):
 - documented economic return results – cost savings, value creation, return on investment, improved cost-benefit analysis, economic business case, etc.
 - other quantified results which document the extent and type of impact – e.g. number of services placed on-line, number of files/clients per year (both on-line and off-line), staff/users trained, time saved, staff made available for other activities, PIAPs established, extent of reorganisation, extent of partnering/collaboration, etc.
 - qualitative results which illustrate the extent and type of impact – e.g. improvements in working conditions, staff satisfaction, awareness, etc.
 - other qualitative results which show that BOs/agencies experience significant improvements in fulfilling their functional requirements. For example, through eServices which reflect and improve the functioning of major internal processes and/or re-engineering these where benefits are to be gained, directly integrating or linking the same or similar processes between government agencies, enabling necessary functions to be carried out in new and beneficial ways (such as eProcurement), etc.
 - data privacy and protection aspects within the BO/agency

- also mention if relevant the likely longer-term sustainability of the case and its impacts.

This section could be quite long and is likely to be at least 1,000 words and maybe considerably more. It should be sufficiently detailed so it is clear what the case did and how it did it.

7. **Learning points and conclusions.** What specific conclusions (for the case itself) and generic conclusions (potentially for other cases) were learnt? Note this is not the same as section 6 where you are asked to detail and evaluate the specific concrete results of the case. Section 7 instead should be used to be reflective about what you have learnt and to use this to give advice to others. Thus, you should list here in some detail as many lessons as possible drawn from the overall case experience, both good as well as less good. The latter is also very important and could in fact be critical as recognising mistakes and weaknesses is often the only way to address them. Thus, realistic suggestions about how to address weak points are extremely useful.

Please try to distinguish, where this is relevant, between lessons learnt in relation to service delivery as experience by the user, and lessons learnt in relation to back office reorganisation AND how these two aspects are (or are not) linked.

This section also addresses transferability. Although it is clear that each case is unique, especially in relation to its cultural, legal, national and organisational context, the principles underlying good practice can be examined by other administrations and adapted, used as inspiration, as guiding principles, and to develop new concepts and approaches.

Section 7 will form the core of our generic synthesis across all cases. so it must be detailed, clear and of high quality. You should examine how well the case illustrates the model (A, B, C or D) to which it is allocated, including main features of the model, whether or not the model should be changed, whether sub-models or new models should be developed, etc.

Section 7 could be considered as the most important section, although it can only be so if you have sufficient detail in the previous sections to justify it. Thus, this section could be quite long, at least in order to spell out in some detail what others can learn from your case and to provide good quality material for our final (overall) report which will generalise across all cases, illustrate and upgrade the models, etc. A minimum of 1,000 words is recommended.

8. **References and links.** i.e. the relevant web-addresses, literature, relevant studies, other related evidence, etc.

Section 8 should be short, but references are very useful for further evidence and documentation.

Annex 5 -- Tables with national responsibilities for service delivery

Austria

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Basic structures and functions of Austria's public administration are determined by her constitution as a federal republic consisting of nine "Laender" (states). Each "Land" has its own constitution, parliament and government and executes a significant part of public administration independently as well as by way of delegation. This is because legislative and administrative responsibilities are shared by the Federation ("Bund") and the "Laender" in a way which gives the Federation the primary role in legislation and its own administrative apparatus in a few areas (mainly labour, taxation and defence) while most other federal administrative functions are delegated to the "Laender" to be carried out in the form of indirect federal administration. Sub-national government is split further: The "Laender" administrations are divided into districts ("Bezirke") to which a number of tasks are devolved for which no special Land authorities do exist. District offices are headed by the district commissioner who is responsible to the governor of the Land. Finally, local government is in the hands of a directly-elected local council and the mayor ("Bürgermeister") and in larger communities the mayor is assisted by a local authority.	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Federal Ministry of Finance; level of state: national, decentralised branches	Authorities at district level (tax revenue offices) in the "Laender" which are directly subordinated to the Federal Ministry ("direct federal administration"),	
2.	Job search services by labour offices	Employment Office (Arbeitsmarktservice/AMS), service enterprise under public law; level of state: national, decentralised branches	Federal, state-level and local organisations compose the AMS working closely with the Federal Ministry of Finance and the Federal Ministry for Economic Affairs and Labour	
3. 3a)	Social security contributions: 1) Unemployment benefits	Bureau of Labour Market Services (Arbeitsmarktservice/AMS), service enterprise under public law; level of state: national, decentralised branches	Federal, state-level and local organisations compose the AMS working closely with the Federal Ministry for Economic Affairs and Labour	Persons applying for unemployment benefits have to show up personally and report regularly concerning job offers and refusals.

2) Family allowances

3b)		Federal Ministry of Finance; level of state: national, decentralised branches Federal Ministry for Social Security and Generations; level of state: national, decentralised branches	Authorities at district level (tax revenue offices) in the "Laender" which are directly subordinated to the Federal Ministry ("direct federal administration"). Social health insurance institutions in the "Laender"	
3c)		Social health insurance institutions in the "Laender"; level of state: State-level		
3d)		Regional Student Financial Aid Offices (Federal State); level of state: national, decentralised branches	Federal Ministry for Education, Science and Culture	
4. 4a)	Personal documents 1) passport 2) Driving license	District Administration Offices („Bezirksvertretungsbehörden“), Municipalities, level of state: local		
4b)		Federal Police Authorities („Bundespolizeidirektionen“) in the „Laender“, District Administration Offices („Bezirksvertretungsbehörden“), level of state: local		
5.	Car registration Register of third party liability car insurers of vehicles registered in Austria	Admission offices of the Austrian Association of Insurance Companies (on behalf of the Federal Police Authority/"Bundespolizeidirektion" and District Administration Offices /"Bezirksvertretungsbehörden"); level of state: State-level Admission offices of the Austrian Association of Insurance Companies	Federal Police Authority („Bundespolizeidirektion“), District Administration Offices („Bezirksvertretungsbehörden“) Federal Police Authority („Bundespolizeidirektion“), District Administration Offices („Bezirksvertretungsbehörden“)	Public Private Partnership
6.	Application for building permission	Level of state: State-level, District Administration Offices („Bezirksvertretungsbehörden“), Municipalities		
7.	Declaration to the police (e.g. in case of theft)	Federal Police Authority	Local police stations	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Federal, regional and local libraries with different degrees of service integration; Umbrella organisation of the public libraries in Austria ("Büchereiverein Österreichs")	Federal Ministry for Education, Science and Culture	

9.	Certificates (birth,	Civil registry office in the municipalities; level of state: local;		
9a)				
9b)	marriage): request and delivery	Civil registry office in the municipalities; level of state: local;		
10.	Enrolment in higher education / university	Universities, Universities of Applied Sciences ("Fachhochschulen")	Federal Ministry for Education, Science and Culture	
11.	Announcement of moving (change of address)	Level of state: local; municipalities		The new act on registration has come into force on the 1 st of March 2002 and provides the legal basis for the establishment of the "central registration database" ("ZMR-Zentrales Melderegister"). This is a central database in which all persons who are registered in Austria are recorded. It is the largest administrative register in the country and connects all levels of administration in Austria.
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.) Financial statements submitted electronically by doctors and dentists to the social health insurance institutions	Hospitals, Social health insurance institutions Social health insurance institutions; Level of state: regional	Doctors Doctors	
Services for companies				
13.	Social contribution for employees	Social health insurance institutions in the "Laender"; level of state: State-level		
14.	Corporation tax: declaration, notification	Federal Ministry of Finance; level of state: national, decentralised branches	Authorities at district level (tax revenue offices) in the "Laender" which are directly subordinated to the Federal Ministry ("direct federal administration").	
15.	VAT: declaration, notification	Federal Ministry of Finance; level of state: national, decentralised branches	Authorities at district level (tax revenue offices) in the "Laender" which are directly subordinated to the Federal Ministry ("direct federal administration").	
16.	Registration of a new company	Level of state: local; District Administration Offices ("Bezirksvertretungsbehörden"), municipalities	Federal Ministry for Economic Affairs and Labour, Business Start-up service of the Austrian Federal Economic Chamber	
17.	Submission of data to statistical offices	"Statistik Austria" service enterprise under public law; level of state: national	Statistical offices in the "Laender"	
18.	Customs declarations	Federal Ministry of Finance; level of state: national, decentralised branches	Authorities at district level (customs offices) in the "Laender"	
19.	Environment-related permits (incl. reporting)	Government of a "Land"		

20.	Public procurement	Various levels (national, State-level, Municipalities)	Federal Ministry of Finance, Federal Office of Procurement	
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National level: Federal State
 State-level: "Laender"
 Local level: Municipalities

Belgium / Luxembourg

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Belgium is a federal State composed by "Communities" and "Regions", two coexistent federative power levels. Federal State, Regions and Communities have an equal legislative power on their respective area of concerns, awarded by the (Federal) Constitution. There are also 589 municipalities and 10 provinces (plus Brussels)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Federal Public Service "Finance"	Decentralized offices on local level	
2.	Job search services by labour offices	Regional Ministries of Working affairs	One specific and autonomous Bureau for each Region. Local offices of the regional Bureau	
3a)	Social security contributions:	Federal Public Service "Social Security"	National Office of Social Security. National Employment Office. Politically oriented payment offices. Locally decentralized bureaus	
3b)	1) Unemployment benefits	Federal Public Service "Social Security"	National Office of Social Security. National offices (3) for Family Allowances. Locally decentralized bureaus	
3c)	2) Family allowances	Federal Public Service "Social Security"	National Office of Social Security. National Institute for Sickness and Disability Insurance. Mutual benefit societies. Locally decentralized bureaus	
3d)	3) Medical costs (reimbursement or direct settlement)	Community Ministries	Social services attached to high schools and Social offices can relieve the demands	
	4) student grants and loans			
4a)	Personal documents	Federal Public Service "Foreign Affairs"	Municipalities and local Police offices, acting on behalf of the Federal State	
4b)	1) passport 2) Driving license	Federal Public Service "Home Affairs"	Municipalities and local Police offices, acting on behalf of the Federal State	
5.	Car registration	Federal Public Service "Mobility and Transportation"	Local decentralized offices of the Federal Division of Car Registration	
6.	Application for building permis-	Regional Ministries of Urbanism / Environment	Municipalities, under tutelage of Regions	

	sion			
7.	Declaration to the police (e.g. in case of theft)	Federal Public Service "Home Affairs" Federal Public Service "Justice"	Local Police Offices	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Community Ministries	Locally decentralized public libraries Multi-media lending institutions Municipalities (they also have to comply with some commitments from the Community to which they refer)	
9. 9a)	Certificates (birth,	Federal Public Service "Home Affairs"	Municipalities, acting on behalf of the Federal State	
9b)	marriage): request and delivery	Idem	Municipalities, acting on behalf of the Federal State	
10.	Enrolment in higher education / university	Community Ministries	High Schools and Universities	
11.	Announcement of moving (change of address)	Federal Public Service "Home Affairs"	Municipalities, acting on behalf of the Federal State	
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Health affairs are shared between Federal State (general legislation), Communities (common policy) and Regions (social assistance)	Depending of the nature of the hospital (Community, City, Intercommunal, private)	
Services for companies				
13.	Social contribution for employees	Federal Public Service "Social Security"	National Office of Social Security	
14.	Corporation tax: declaration, notification	Federal Public Service "Finance"	Decentralized offices on local level	
15.	VAT: declaration, notification	Federal Public Service "Finance"	Decentralized offices on local level	
16.	Registration of a new company	Federal Public Service "Justice" Federal Public Service "Finances" Federal Public Service "Economy"	Registration to the locally concerned Commerce Court's Clerk Office VAT Registration Crossroads Bank of Businesses (pending)	
17.	Submission of data to statistical offices	Federal Public Service "Economy" Federated Levels for their own possible purposes	National Institute for Statistics Concerned subordinate administrations	
18.	Customs declarations	Federal Public Service "Finance"	Decentralized offices of the Administration for Customs	
19.	Environment-related permits (incl. reporting)	Regional Ministries of Urbanism / Environment	Concerned municipalities have to express their opinion	
20.	Public procurement	Each level of the State (Federal, Regions, Communities) is responsible for its own concerns. Common federal legislation	Depending on the public service concerned	

Denmark

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) Federal organised state with three levels: Federal state, 13 Amt/Laender and 271 municipalities.	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Ministry of Taxation	8 regional offices	
2.	Job search services by labour offices	Ministry of Employment	Directory of employment relations Each county have an agency	
3.	Social security contributions:			
3a)				
3b)				
3c)	1) Unemployment benefits	Ministry of employment	Directorate of employment relations Each county have an agency	
3d)	2) Family allowances	Ministry of Social Affairs	The office for social allowances Each county have an agency	
	3) Medical costs (reimbursement or direct settlement)	Ministry of health and internal affairs	Counties and municipalities have the responsibilities for treatment and reimbursement.	
	4) student grants and loans	Ministry of Finance	The directorate of Finance	
4.	Personal documents			
4a)	1) passport	Ministry of Justice	Local Police departments	
4b)	2) Driving license	Ministry of Justice	Local Police departments	
5.	Car registration	Ministry of Justice	Local Police department	
6.	Application for building permission	The Ministry of Business and Housing	Municipality level	
7.	Declaration to the police (e.g. in case of theft)	Ministry of justice	Local police departments	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Municipality and state level	Municipality and state level	Search engine integrates both types of libraries
9.	Certificates (birth,	Ministry of health and internal affairs	Central register for citizens Updated on municipality level	
9a)				
9b)	marriage): request and delivery	Ministry of health and internal affairs	Central register for citizens Updated on municipality level	
10.	Enrolment in higher education / university	Ministry of education	Central web server for applications	
11.	Announcement of moving (change	Ministry of Health and Internal affairs. The central office for registration of	Citizen interaction handled at municipal level	

	of address)	citizens.		
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Ministry of Health and Internal affairs.	Central web pages	
Services for companies				
13.	Social contribution for employees	Ministry of economics and business	Department for tax and customs: Central web servers	
14.	Corporation tax: declaration, notification	Ministry of economics and business	Department for tax and customs: Central web servers	
15.	VAT: declaration, notification	Ministry of economics and business	Department for tax and customs: Central web servers	
16.	Registration of a new company	Ministry of economics and business	Central web servers	
17.	Submission of data to statistical offices	Ministry of economics and business	Central web servers	
18.	Customs declarations	Ministry of economics and business	Department for tax and customs: Central web servers	
19.	Environment-related permits (incl. reporting)	Ministry of environment	Made on municipal level but guided by central web server hosted by the Ministry of economics and business.	
20.	Public procurement	Different organisations handle this. One of the most prominent is private organisation called „The state and municipal buying service). 55% of the shares are owned by the Ministry of Finance and 45% of the shares are owned by the municipalities central organisation,	Central web enabled services.	

Finland

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Finnish state government has three levels: Central (ministries and all kind of central offices), regional (following mainly the tasks and sectors of the ministries) and local offices. Municipalities are independent part of the public government including also the regional level (all kind of regional co-operation of the municipalities including the Regional councils in charge of the regional development).	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	National Board of Taxes	Beneath the National Board of Taxes there are the regional tax offices, which perform the taxation process. Each regional tax office is divided in units with different functions. Tax offices are local units of the regional tax offices.	Instead of a traditional tax return most of the taxpayers receive a tax proposal. The tax proposal is a pre-completed form, which contains the taxation information received directly e.g. from the payers of income and from banks. If the citizens have nothing to add or correct on the tax proposal, they do not have to file a separate tax return at all.
2.	Job search services by labour offices	Ministry of Labour	The regional and local administration in Finland consists of fifteen regional labour market departments at the employment and Economic Development Centres and of 176 local employment offices.	
3.	Social security contributions:	The Social Insurance Institution of Finland	330 own local offices and over 100 one stop shops with other authorities	
3a)				
3b)	1) Unemployment benefits	The Social Insurance Institution of Finland	330 own local offices and over 100 one stop shops with other authorities	
3c)	2) Family allowances	The Social Insurance Institution of Finland	330 own local offices and over 100 one stop shops with other authorities	
3d)	3) Medical costs (reimbursement or direct settlement)	The Social Insurance Institution of Finland	330 own local offices and over 100 one stop shops with other authorities	
	4) student grants and loans	The Social Insurance Institution of Finland	330 own local offices and over 100 one stop shops with other authorities	

4. 4a)	Personal documents 1) passport 2) Driving license	Police department of the Ministry of the Interior	<p>The local police fall administratively under the State local districts. State local district police departments operate under their Provincial Police Command.</p> <p>The Åland Islands form their own independent police district, reporting only to the Åland administrative authorities. National police operations on the Åland Islands are run by the National Bureau of Investigation's Åland unit.</p> <p>Police licence services are provided by the local police. Licence services are available at the approximately 280 police stations and over 50 Citizen's Offices round the country.</p> <p>Passports, identity cards, driving licences and firearms licences constitute the majority of licences issued by the police. On these matters, the applicant must visit the police station at least once for physical identification by the police.</p>	
4b)		Finnish Vehicle Administration	<p>The local police fall administratively under the State local districts. State local district police departments operate under their Provincial Police Command.</p> <p>The Åland Islands form their own independent police district, reporting only to the Åland administrative authorities. National police operations on the Åland Islands are run by the National Bureau of Investigation's Åland unit.</p> <p>Police licence services are provided by the local police. Licence services are available at the approximately 280 police stations and over 50 Citizen's Offices round the country.</p> <p>Passports, identity cards, driving licences and firearms licences constitute the majority of licences issued by the police. On these matters, the applicant must visit the police station at least once for physical identification by the police.</p>	
5.	Car registration	Finnish Vehicle Administration	<p>Registering inspection stations receive and process vehicle registration applications both with and without enclosures. The most complicated ones are sent to Finnish Vehicle Administration for processing. The vehicle registration can be claimed by the applicant immediately, if the application has been fully processed.</p> <p>Insurance companies, automotive dealerships and financing companies receive and process only the vehicle registration applications (without enclosures) of their customers.</p>	
6.	Application for building permission	Municipalities		
7.	Declaration to the	Police department of the Ministry of	The local police fall administratively	

	police (e.g. in case of theft)	the Interior	<p>under the State local districts. State local district police departments operate under their Provincial Police Command.</p> <p>The Åland Islands form their own independent police district, reporting only to the Åland administrative authorities. National police operations on the Åland Islands are run by the National Bureau of Investigation's Åland unit.</p> <p>Police licence services are provided by the local police. Licence services are available at the approximately 280 police stations and over 50 Citizen's Offices round the country. Police licence services mainly concern core police operations, such as maintenance of public order and safety, crime prevention and improvement of traffic safety.</p> <p>Passports, identity cards, driving licences and firearms licences constitute the majority of licences issued by the police. On these matters, the applicant must visit the police station at least once for physical identification by the police.</p>	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Municipalities		
9. 9a)	Certificates (birth, marriage): request and delivery	Ministry of the Interior Population Register Centre	Local Register Offices function as local authorities within the area of one or several judicial districts. Local Register Offices and their service units are responsible for the registration of data and they serve customers by issuing certificates and extracts as well as by providing local information services.	One of the basic features of the good government is that it is not asking for information, which the authorities already have. This was first time implemented in Finland in legislation in 80s, when the authorities were obligated to ask birth and marriage information from other authorities and not anymore from citizens. As result the number of annual birth and marriage certificates decreased from 6.000.000 to some thousands
9b)		Ministry of the Interior Population Register Centre	Local Register Offices function as local authorities within the area of one or several judicial districts. Local Register Offices and their service units are responsible for the registration of data and they serve customers by issuing certificates and extracts as well as by providing local information services.	One of the basic features of the good government is that it is not asking for information, which the authorities already have. This was first time implemented in Finland in legislation in 80s, when the authorities were obligated to ask birth and marriage information from other authorities and not anymore from citizens. As result the number of annual birth and marriage certificates decreased from 6.000.000 to some thousands
10.	Enrolment in higher education /	Universities (Owned by the state)		

	university			
11.	Announcement of moving (change of address)	Ministry of the Interior Population Register Centre	Local Register Offices function as local authorities within the area of one or several judicial districts. Local Register Offices and their service units are responsible for the registration of data and they serve customers by issuing certificates and extracts as well as by providing local information services.	One notification will update the information in the national Population Information System (Local Register Office) and in the address register of the Post. New address will be automatically relayed from the population information system to several authorities, including congregations, the vehicle administration, the Social Insurance Institution, the tax administration, municipalities and the Finnish Defence Forces. In addition, many pension institutions, banks, insurance companies, organisations, publishing houses and other companies receive information about new addresses directly from the population information system.
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Municipalities and Joint municipal boards (co-operation of the municipalities)		
Services for companies				
13.	Social contribution for employees		Pension insurance companies	TYVI-concept is an one-stop-system for the B2G information. Several companies are involved as service operators. In the Tyvi-concept forms in Internet are available, but mainly it is a direct connection between the information systems in companies and in the government.
14.	Corporation tax: declaration, notification	National Board of Taxes	Beneath the National Board of Taxes there are the regional tax offices, which perform the taxation process. Each regional tax office is divided in units with different functions. Tax offices are local units of the regional tax offices.	TYVI-concept is an one-stop-system for the B2G information. Several companies are involved as service operators. In the Tyvi-concept forms in Internet are available, but mainly it is a direct connection between the information systems in companies and in the government.

15.	VAT: declaration, notification	National Board of Taxes	Beneath the National Board of Taxes there are the regional tax offices, which perform the taxation process. Each regional tax office is divided in units with different functions. Tax offices are local units of the regional tax offices.	TYVI-concept is an one-stop-system for the B2G information. Several companies are involved as service operators. In the Tyvi-concept forms in Internet are available, but mainly it is a direct connection between the information systems in companies and in the government.
16.	Registration of a new company	National Board of Patents and Registration of Finland	Local Register Offices function as local authorities within the area of one or several judicial districts. Local Register Offices and their service units are responsible for the registration of data and they serve customers by issuing certificates and extracts as well as by providing local information services.	
17.	Submission of data to statistical offices	Statistic Finland		TYVI-concept is an one-stop-system for the B2G information. Several companies are involved as service operators. In the Tyvi-concept forms in Internet are available, but mainly it is a direct connection between the information systems in companies and in the government.
18.	Customs declarations	National Board of Customs		TYVI-concept is an one-stop-system for the B2G information. Several companies are involved as service operators. In the Tyvi-concept forms in Internet are available, but mainly it is a direct connection between the information systems in companies and in the government.
19.	Environment-related permits (incl. reporting)	Ministry of Environment and the municipalities, depending on the issue		
20.	Public procurement	All organisations in the local government		

France

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Highly centralised state. Responsibility lies almost always with the central state level. However, the management is often decentralised (per region department or arrondissement, e.g.)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)

Services for citizens				
1.	Income taxes: declaration, notification of assessment	Responsibility is at a CSL (Ministère de l'Economie, des Finances et de l'Industrie), but decentralised management	one office ("perception") for a certain number of citizens	Pro-active (every citizen who has declared income tax in the past, receives a form by post)
2.	Job search services by labour offices	Responsibility is at a CSL (ANPE), but decentralised management (one office for a certain number of citizens)	« Agence National Pour l'Emploi » (ANPE); "Nouveaux services Emplois Jeunes", APEC ("Association pour l'emploi des cadres"); AFPA ("Agence française pour la formation professionnelle")	
3.	Social security contributions:	Responsibility is at a CSL, but decentralised management	ASSEDIC (regional): "Assurance de Société Sociale, de l'Emploi et des Indemnités chômage" UNEDIC (national) links all the ASSEDICs	
3a)	1) Unemployment benefits			
3b)		RSL (CAF)	CAF ("Caisse d'Allocations Familiales")	
3c)	2) Family allowances	RSL	CPAM ("Caisse Primaire d'assurance Maladie"), Agence Centrale des Organismes de Sécurité Sociale (ACOSS), Caisse nationale d'assurance maladie des professions indépendantes (CANAM), etc.	
3d)	3) Medical costs (reimbursement or direct settlement)	CSL or RSL	CROUS/ CNOUS ("Centre regional/national d'Oeuvre Universitaire et Scolaire")	3b) – 3d) function according to one common national laws
	4) student grants and loans			
4.	Personal documents	Responsibility is at a CSL, but decentralised management	préfectures (one per département) or sous-préfectures (one per arrondissement)	
4a)	1) passport			
4b)	2) Driving license	Responsibility is at a CSL, but decentralised management	préfectures (one per département) or sous-préfectures (one per arrondissement)	
5.	Car registration	Responsibility is at a CSL, but decentralised management	préfectures (one per département) or sous-préfectures (one per arrondissement)	
6.	Application for building permission	LL	per « commune » (DDE, direction départementale de l'équipement)	
7.	Declaration to the police (e.g. in case of theft)	LL	one office for a certain number of citizens; in cities: police (ministère de l'intérieure) in rural communities: gendarmerie (ministère des armies)	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	CSL or LL (National Libraries, such as BNP, BPI - or Cities)	e.g. « Bibliothèque Nationale de France », BND or BPI	
9.	Certificates	LL	town	
9a)	(birth,			
9b)	marriage): re-request and delivery	LL	town	
10.	Enrolment in higher education / university	RSL	per academy (approximately one per region)	
11.	Announcement of moving (change of address)	Responsibility is at a CSL, but decentralised management	commissariat de police or préfecture	

12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	LL or RSL		
Services for companies				
13.	Social contribution for employees	CSL(URSSAF)	URSSAF : "Union de Recouvrement des cotisations de Sécurité Sociale et d'Allocations Familiales", Portail officiel des déclarations sociales pour les entreprises	
14.	Corporation tax: declaration, notification	CSL(Ministère de l'Economie, des Finances et de l'Industrie)	Perceptions: Centre de impôts, ministère de l'économie et des finance	
15.	VAT: declaration, notification	CSL(Ministère de l'Economie, des Finances et de l'Industrie)	Police, ministère de l'économie et des finance	
16.	Registration of a new company	LL	"tribunal de commerce"	
17.	Submission of data to statistical offices	Different levels	"greffe du tribunal de commerce", INSEE, ...	
18.	Customs declarations	CSL, but decentralised management	Perception (ministère de l'économie et des finances)	
19.	Environment-related permits (incl. reporting)	CSL, but decentralised management	Prefecture signs, but works together with officials of the DRIR ("direction régionale de l'industrie, de la recherché et de l'environnement")	
20.	Public procurement	CSL(journeaux officiels)	« Bulletin officiel des annonces de marchés publics », BOAMP	Not separated for the central governmental agencies, departments, cities! Up to a certain amount, no need for public procurement, over certain amount, national level

local level: LL

regional state level: RSL

central state level : CSL

Germany

No	Service	Responsible authorities and level of state	Involved agencies	National peculiarities concerning the workflow
		(Brief description of the state's structure: Federal organised State with three levels of government: Federal state, 16 States („Länder“), local governments (municipalities and counties) (high degree of competences on and self-governance of the local level); legislation on the federal level, partly on the States' level, normally "concurrent legislation" ["konkurrierende Gesetzgebung"] between the Federal State and the states), implementation of legislation mostly on the States' level		

Services for citizens				
1.	Income taxes: declaration, notification of assessment	Implementation: Ministries of Finance on the States (German "Länder") level (legislation: Federal government)	financial authorities of the States (German "Länder"), decentralized offices dependent on the financial ministries of the States	
2.	Job search services by labour offices	Federal bureau of working affairs (Bundesanstalt für Arbeit)	Centrally organized (federal bureau dependent on the Ministry of the Economy, Work and Technology) with decentralized (physical) offices on the regional/local level	
3.	Social security benefits:	Legislation: Federal government		
3a)	1) Unemployment benefits	Implementation: Federal bureau of working affairs (Bundesanstalt für Arbeit)	Federal bureau of working affairs, decentralized offices on the regional / local level	Authorities want to see applicants (control, advice)
3b)	2) Family allowances	Federal bureau of working affairs „Units of child allowance“	Federal bureau of working affairs, „Units of child allowance“ (Kindergeldstelle) at the (local/regional) labor agencies	
3c)	3) Medical costs (reimbursement or direct settlement)	Administration agencies of the states “ („Landesverwaltungsamt“) for civil servants Health insurance companies for employees and self-employed	(Only for civil servants): Administration agencies of the „Länder“ (for employees:) doctors, doctors' corporation („Kassenärztliche Vereinigung“), health insurance companies	
3d)	4) student grants	Federal state	Federal state, access point of university organisations („Studentenwerk“)	
4.	Personal documents	Legislation for both services: Federal government	Federal Printing Office, local governments (authority for registration affairs, "Meldebehörde") act on the behalf of the Federal State's authority	
4a)	1) passport	Implementation: („Bundesdruckerei“)		
4b)	2) Driving license	Federal State („Bundesdruckerei“)	Federal states, local governments (authority for road and traffic affairs, "Straßenverkehrsamt") act on the behalf of the central state authority	
5.	Car registration	Legislation: Federal government Implementation: Local governments	Local governments (authority for road and traffic affairs, "Straßenverkehrsamt")	
6.	Application for building permission	Legislation: States' ("Länder") governments Implementation (differs among states): Usually local governments („Bauordnungsamt“)	Local communities / governments ("Gemeinden", Landkreise) + partly superintendence authorities of the States („Länder" – district authorities)	
7.	Declaration to the police (e.g. in case of theft)	Legislation for smaller crimes like theft: states' governments Implementation: (Government districts of the) states („Regierungsbezirke“ of the „Länder“)	Local police offices, criminal prosecution authorities ("Strafverfolgungsbehörden") on the States' level	
8.	Public libraries (opportunity to lend books, CD's a.o. online)	Libraries (various responsibilities: local and State governments, only one library in charge of the Federal State)	Example of high level of integration: library on municipal level, different libraries of "Länder"-level (different "Länder"), federal state level	
9.	Birth & marriage certificates: request and delivery	Legislation: Federal State Implementation: Local governments	Local governments (registry office, "Standesamt")	
10.	Enrollment in higher education / university	Legislation: Federal State ("framework" legislation), states	Universities („Länder“), depending on courses also the Central Agency of University Enrollment" (ZVS – Zentrale Vergabestelle für Studienplätze)	
11.	Announcement of moving (change of address)	Legislation: Federal State Implementation: Local governments (registration office, "Meldeamt") act on behalf of the States	both local governments that are involved in moving of the citizen (each registration office)	

1 2.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Legislation: Federal State and the States Implementation: Hospitals (on behalf of the states)	Doctors, hospitals, health insurance companies	
Services for companies				
13.	Social contribution for employees	(Annuity insurance, health insurance, care insurance, unemployment insurance) Legislation: Federal state (esp. regulation of data recording) Implementation: Health insurance companies	Health insurance companies; executive bodies of the pension funds - the „Federal Insurance Authority“ (Bundesversicherungsanstalt für Angestellte), „States‘ Insurance Authorities“ (Landesversicherungsanstalten), the „Sea Cashier’s Offices“ (Seekasse), „Insurance Authority of the Railway“ (Bahnversicherungsanstalt) and the „Federal Society“ (Bundesknappschaft); executive bodies of the care assurance - the Care Cashier’s Offices (Pflegekassen) at the Health Insurance Companies	
14.	Corporation tax: declaration, notification	Legislation: Federal State; implementation: States’ financial ministries, revenue shared by the Federal State and the States	States’ financial ministries with regional agencies, federal state (ministry of finance)	
15.	VAT: declaration, notification	Legislation: Federal State; implementation: States’ financial ministries, revenue shared by the Federal State and the States (partly municipalities)	State financial ministries with regional agencies, federal state (ministry of finance),	
16.	Registration of a new company	Industrial inspection boards of the states	Regulation department of local government supervised by the “industrial inspection boards” („Gewerbeaufsichtsämter“ - state level	
17.	Submission of data to statistical offices	legislation depends on the application of statistics, implementation always by the “States Authorities of Statistics” (Statistische Landesämter)	Statistical Offices of the states Local governments	
18.	Customs declarations	legislation: Federal State, EU Implementation: Federal Office of Finance	Federal Customs Administration (“Bundeszollverwaltung”), Border Regulation Authorities (“Grenzaufsichtsdienste”)	
19.	Environment-related permits (incl. reporting)	Legislation: Federal State (waste, air, noise, nuclear energy, framework legislation for nature conservation, spatial planning) Implementation (generally) depends on importance of the individual case: industrial inspection boards of the states („Gewerbeaufsichtsämter“), local governments (e.g. building or environmental departments)	Depends on importance of the individual case: industrial inspection boards of the states, local governments (building departments, environmental departments)	
20.	Public procurement	legislation: Federal State Implementation independently on authorities’ level	involved agencies depend on the goods to be delivered	

Greece

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) Brief description of the state's structure: Central government 13 Regional authorities (appointed by the Central Government) Local Self-Government authorities (Prefectures and Municipalities, both elected locally)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Central Level: Ministry of Economy and Finance, through local tax offices (Public Financial Service Offices)		
2.	Job search services by labour offices	Central Level: Greek Manpower Employment Organization (OAED), a public entity supervised by Ministry of Labour and Social Affairs. Information and services are provided through local labour offices (branches)		
3. 3a)	Social security contributions: 1) Unemployment benefits	Central Level: Greek Manpower Employment Organization (OAED), a public entity supervised by Ministry of Labour and Social Affairs. Information and services are provided through local labour offices (branches)		
3b)	2) Family allowances			Depending on the marital status of the employee and the number of his/her children an allowance is included in his/her normal salary, after declaration to the employer.
3c)	3) Medical costs (reimbursement or direct settlement)	Central Level: relevant social insurance organizations. The big insurance organizations have local branches providing services throughout the country		There are various Social Insurance organisations (Insurance Funds) depending on the nature of the employment and the type of profession of the person insured. IKA (Social Insurance Institute) is the largest one, covering those in dependent employment.
3d)	4) student grants and loans	-		Not applicable since education in Greece is free. Student loans are offered by banks. Limited number of scholarships for post-graduate studies is offered by the Ministry of National Education and Religious Affairs. Other public (State Scholarship's Foundation) or private institutions are also offering grants mostly for post-graduate studies.

4.	Personal documents	Local Level (Prefectures): Directorate of Civil and Municipal Status of the Prefecture of the residence of the person interested.	A fee has to be paid in the local tax office dependent on the Ministry of Economy and Finance.	
4a)	1) passport			
4b)	2) Driving license	Local Level (Prefectures): Directorate of Transport and Communications of the Prefecture of the residence of the person interested.	Health certificates are necessary obtained by doctors under contract with the Directorate of Transport and Communication of the Prefecture, while special fees have to be paid to local tax offices and the National Bank of Greece.	
5.	Car registration	Local Level (Prefectures): Directorate of Transport and Communications of the Prefecture of the residence of the person interested.	A fee has to be paid in local tax offices dependent on the Ministry of Economy and Finance and customs or manufacturer certificates as well as a printed catalogue of the car manufacturer are necessary	
6.	Application for building permission	Local Level (Prefectures and Municipalities): Urban Planning Department of Prefectures and Municipalities.	A number of technical studies is required as well as the payment of fees for the Municipality, the Social Insurance Institute, the Technical Chamber of Greece, etc	
7.	Declaration to the police (e.g. in case of theft)	Central Level: Local Police departments under the Ministry of Public Order.		
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Libraries (various responsibilities depending on the type of library: national, municipal, university, etc).		
9.	Certificates (birth,	Local Level: municipalities.		
9a)				
9b)	marriage): request and delivery	Local Level: municipalities.		
10.	Enrolment in higher education / university	Universities		Although enrolment is made directly by the Universities, the enrolment period is decided by the Ministry of National Education and Religious Affairs, that is also responsible for the selection process of the new students (organisation of national level examinations, decision on base rates for each university dpt.
11.	Announcement of moving (change of address)	-		Not relevant in Greece since there is no obligation to inform authorities for a change of address
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Hospitals		Hospitals are under the responsibility of the Regional Healthcare System (PESY), an authority recently established in every region under the Ministry of Health and Welfare, to decentralize health services provided at regional level
Services for companies				
13.	Social contribution for employees	Central Level: Social Insurance Institute - IKA (under the Ministry of Labour and Social Affairs) or other relevant Social Insurance Organizations (Insurance Funds)		There are various Social Insurance organisations (Insurance Funds) depending on the nature of the employment and the type of the profession of

				the person insured. IKA (Social Insurance Institute) is the largest one, covering those in dependent employment
14.	Corporation tax: declaration, notification	Central Level: Ministry of Economy and Finance, through local tax offices		
15.	VAT: declaration, notification	Central Level: Ministry of Economy and Finance, through local tax offices		
16.	Registration of a new company	Local Level: Relevant Local Chamber, depending on the type of the company.	The most relevant procedure as far as registration of a new company is concerned is made in the relevant local Chamber. Central level (Ministry of Economy and Finance through local tax offices) is also involved. In addition, depending on the type of company, other agencies (General Secretariat of Commerce, National Printing Office) at central level, Prefectures at local level and other authorities (e.g. Court of First Instance) are involved.	
17.	Submission of data to statistical offices	Central Level: General Secretariat of National Statistical Service of Greece under the Ministry of Economy and Finance (through local branches, where available).		
18.	Customs declarations	Central Level: Ministry of Economy and Finance, Department of Customs and Special Purchase Taxes.		
19.	Environment-related permits (incl. reporting)	Local Level (Prefecture): Industry Department of the Prefecture where the new corporate activity is going to take place.	Depending on the type of the corporate activity, the procedure to obtain an environment-related permit may involve local level (Industry Department of a Prefecture), regional level (Physical Planning Directorate of a Region), or central level (Directorate of Physical Planning of the Ministry of Environment, Physical Planning and Public Works, General Secretariat of Industry of the Ministry of Development) authorities.	
20.	Public procurement	The responsible authority for Public Procurement of the Central Government is the Ministry of Development, and more specifically, the Directorate General of Public Procurement of the General Secretariat of Commerce.		Some public organisations like the Ministry of Defence or the Local Self-Government Organisations (municipalities and prefectures) manage themselves their supplies.

Iceland

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)

		In Iceland the governmental sector is divided into central – and local governments. Central governments are taking care of similar things as they are doing in other N- European countries, inclusive the health sector. Local governments (cities and municipalities) took over the school sector from central governments some few years back.		
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Ministry of finance	Tax authorities and 8 decentralized local offices dependent to it	
2.	Job search services by labour offices	Ministry of finance (is responsible for these services toward job-seekers /citizens looking for jobs at public sector.	Starfatorg “job-market-place” on the web	
3.	Social security contributions:	The State Social Security Institute (SSI)	8 decentralized local offices dependent to it	
3a)				
3b)	1) Unemployment benefits			
3c)	2) Family allowances	Federal bureau of working affairs	Federal bureau of working affairs and decentralized offices on regional level	
3d)	3) Medical costs (reimbursement or direct settlement)	The State Social Security Institute (SSI)	8 local offices in the country	
	4) student grants and loans	The State Social Security Institute (SSI) Ministry of education.	8 decentralized local offices dependent to it Student loan foundation	
4.	Personal documents	Ministry of justice	State police	
4a)	1) passport			
4b)	2) Driving license	Ministry of justice	State police	
5.	Car registration	Ministry of justice	Car registration authority	
6.	Application for building permission	Local governments	Different cities and municipalities	
7.	Declaration to the police (e.g. in case of theft)	Ministry of justice	State police	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Local governments	Local libraries	
9.	Certificates (birth, marriage): request and delivery	Prime Ministry	Statistics Iceland (Institut directly under the Prime Ministry)	

9b)		Prime Ministry	Statistics Iceland	
10.	Enrolment in higher education / university	Ministry of education	Different universities	
11.	Announcement of moving (change of address)	Prime Ministry	Statistic Iceland	
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Ministry of health	Hospitals and health care centres In some cases also The State Social Security Institute (SSI) can be involved	
Services for companies				
13.	Social contribution for employees	The State Social Security Institute (SSI)	The State Social Security Institute (SSI)	
14.	Corporation tax: declaration, notification	Ministry of finance	Tax authorities and 8 decentralized local offices dependent to it	
15.	VAT: declaration, notification	Ministry of finance	Tax authorities and 8 decentralized local offices dependent to it	
16.	Registration of a new company	Prime Ministry	Statistics Iceland	
17.	Submission of data to statistical offices	Prime Ministry	Statistics Iceland	
18.	Customs declarations	Ministry of finance	Custom authorities and 8 decentralized local offices dependent to it	
19.	Environment-related permits (incl. reporting)	Ministry for the Environment	Regional authorities of the states, local governments (building departments, environmental departments)	
20.	Public procurement	Please, see remarks		Levels of government are independent; involved agencies depend on the goods to be delivered

Ireland

No	Service	Responsible authorities and level of state	Involved agencies	National peculiarities concerning the workflow
		<p>(Which is the authority in overall charge to realize delivery of the service?)</p> <p>(Brief description of the state's structure)</p> <p>Most government functions in Ireland are centralised. Local authorities operate at county level and in urban areas and are responsible for some local services. Health services are provided by regional health boards as well as by private practitioners and hospitals.</p>	<p>(E.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)</p>	<p>(e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)</p>

Services for citizens				
1.	Income taxes: declaration, notification of assessment	Office of the Revenue Commissioners (Central Government - Department of Finance)	The online service is provided through one centralised site. (The Office is organised into Divisions which reflect, in a broad way, distinct functional units but there is a substantial degree of interaction and cooperation between Divisions. There are over 130 offices countrywide)	
2.	Job search services by labour offices	FAS, the National Training and Employment Semi-State Authority	The online service is provided through one centralised site. (FAS provides its services from 8 regions, each with a number of local Employment Services Offices and Training Centres)	
3.	Social security contributions:	3a - Social security contributions: Dept. of Social and Family Affairs	The online service is provided through one centralised site (The country is divided into 10 social welfare regions (which include 3 regions in the Dublin area), each of which is managed by a Regional Manager who is responsible for the delivery of services in that region.)	
3a)	1) Unemployment benefits			
	2) Family allowances			
3b)	3) Medical costs (reimbursement or direct settlement)	3b - Family Allowances: Dept. of Social and Family Affairs		
3c)	4) student grants and loans	3c - Medical costs: Dept. of Social and Family Affairs, Health Boards, Revenue Commissioners, Private Insurers etc.		The Irish medical cost reimbursement system is a mixed one - some costs (e.g. for drug expenditure exceeding a set monthly threshold) are reimbursed at the regional health board level, some are reimbursed by the Dept. of Social and Family Affairs on the basis of social security contributions, some are reimbursed by the main private insurers, some are tax deductible and so on
3d)		3d - Student grants and loans: Local Authorities	Local authorities have their own online services (there is also a centralised "Reach" service run by an umbrella body - LGCSB - that is developing a shared online service and "eForms" for subscriber local authorities)	
4.	Personal documents	Passport - Passport Office (Dept. of Foreign Affairs)	Main office in Dublin, regional office in Cork.	
4a)	1) passport			
4b)	2) Driving license	Driving license - Local Authorities (Dept. of the Environment) Driving test - Dept. of Transport	Driving <u>license</u> - Local authorities have their own online services (there is also a centralised "Reach" service run by an umbrella body - LGCSB - that is developing a shared online service and "eForms" for subscriber local authorities) Driving <u>test</u> application - centralised online application centre run by Dept. of Transport (network of local test centres)	
5.	Car registration	Office of the Revenue Commissioners (Dept. of Finance)	The online service is provided through one centralised site. (The Office is organised into Divisions which reflect, in a broad way, distinct functional units but there is a substantial	

			degree of interaction and cooperation between Divisions. There are over 130 offices countrywide)	
6.	Application for building permission	Local Authorities (Dept. of the Environment)	Local authorities have their own online services (there is also a centralised "Reach" service run by an umbrella body - LGCSB - that is developing a shared online service and "eForms" for subscriber local authorities)	
7.	Declaration to the police (e.g. in case of theft)	N/a		This is done on an ad hoc basis, at the police station or elsewhere as the case demands
8.	Public libraries (availability opportunity to lend books, CD's online)	Local Authorities	Local authorities have their own online services (there is also a centralised "Reach" service run by an umbrella body - LGCSB - that is developing a shared online service and "eForms" for subscriber local authorities)	
9. 9a)	Certificates (Birth,	General Register Office and network of local registrars offices	Centralised online service provided by General Register Office	
9b)	Marriage): request and delivery	General Register Office and network of local registrars offices	Centralised online service provided by General Register Office	
10.	Enrolment in higher education / university	Central Applications Office (CAO) Private company.	Centralised online service provided by CAO (Application for almost all full-time undergraduate courses (Degree, Diploma and Certificate courses) in the universities and Institutes of Technology is made through the Central Applications Office (CAO). (Not via institutions)	
11.	Announcement of moving (change of address)	N/a		This is not a formal requirement in Ireland
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Various players: - Department of Health oversees - Regional health boards provide publicly-funded services - Private practice - GP, specialist and hospital - are commonplace - Private insurers (one originally non-profit and dominant) are important	Health Boards, Hospitals and Professionals (GPs, specialists and so on) are all relevant. In public sector services are rationed so not much interest in providing facilities for people to make online appointments!	
Services for companies				
13.	Social contribution for employees	Office of the Revenue Commissioners (Dept. of Finance)	The online service is provided through one centralised site. (The Office is organised into Divisions which reflect, in a broad way, distinct functional units but there is a substantial degree of interaction and cooperation between Divisions. There are over 130 offices countrywide)	
14.	Corporation tax: declaration, notification	Office of the Revenue Commissioners (Dept. of Finance)	The online service is provided through one centralised site. (The Office is organised into Divisions which reflect, in a broad way, distinct functional units but there is a substantial degree of interaction and cooperation between Divisions. There are over 130 offices countrywide)	

15.	VAT: declaration, notification	Office of the Revenue Commissioners (Dept. of Finance)	The online service is provided through one centralised site. (The Office is organised into Divisions which reflect, in a broad way, distinct functional units but there is a substantial degree of interaction and cooperation between Divisions. There are over 130 offices countrywide)	
16.	Registration of a new company	The Companies Registration Office (CRO) is the statutory authority for registering new companies in the Republic of Ireland. (Dept. of Enterprise Trade and Employment.)	Online service provided by centralised office	
17.	Submission of data to statistical offices	Central Statistics Office (CSO) (Dept. of the Taoiseach)	Online service provided by centralised office	
18.	Customs declarations	Customs and Excise, Office of the Revenue Commissioners. (Dept. of Finance)	Private company, Icarus, provides online service	
19.	Environment-related permits (incl. reporting)	Local Authorities (Dept. of the Environment)	Local authorities have their own online services (there is also a centralised "Reach" service run by an umbrella body - LGCSB - that is developing a shared online service and "eForms" for subscriber local authorities)	
20.	Public procurement	Dept. of Finance	Centralised eTenders site	

Italy

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (Brief description of the state's structure) 4 levels of government: national, regional, provincial and municipal A republic comprised of 20 Regions (5 of which have autonomous status), further divided into local governments which include 95 provinces and thousands of municipal governments- <i>comuni</i> . Italy has been moving toward federalism in recent years.	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	<i>Agenzia delle Entrate</i> under <i>Ministero dell'Economia e delle Finanze</i> (Ministry of Economy and Finance)	Decentralised offices in the regions www.agenziaentrate.it Fisconline.agenziaentrate.it	Forms are available online, online declaration possible
2.	Job search services by labour offices	<i>Ministero del Lavoro e delle Politiche Sociali</i> (Ministry of Labour and Social Policies)	Decentralised offices in different local areas (Centri per Impiego, CPI) Regions and provinces; www.italialavoro.it also see www.welfare.it for effects of new Biagi Law	

3.	Social security contributions:	National level	Decentralised offices in different local areas	
3a)	1) Unemployment benefits	INPS (Istituto Nazionale della Previdenza Sociale)	www.inps.it	
3b)	2) Family allowances	INPS / Comuni	Decentralised offices in different local areas. Family allowances (ANF) are managed by the Comuni (local government) which make decisions on eligibility	
3c)	3) Medical costs (reimbursement or direct settlement)	National level INAIL (for accidents related to work) SSN (<i>Servizio Sanitario Nazionale</i>) is the public health service, services are provided by the ASL	Decentralised offices of INAIL and ASL in different local areas Private care is not reimbursed, but can be deducted from taxes	
3d)	4) student grants and loans	<i>National level</i> <i>Ministero dell'Istruzione, dell'Università e della Ricerca Scientifica</i> (MIURS) (Ministry of Education, University and Scientific Research) sets policies	Student grants and loans are disbursed by Regions and autonomous Provinces www.universo.miur.it Individual universities can also provide funding to eligible students	
4.	Personal documents	<i>National level</i>	Handled at the local level by the <i>Questura</i> (Police Headquarters) of the municipality. It is possible to download forms, but you have to go in person to the passport office.	
4a)	1) passport	<i>Polizia di Stato</i> (State Police) which is under the <i>Ministero del Interno</i> (Ministry of the Interior)		
4b)	2) Driving license	National level Department of Terrestrial Transport (<i>Dipartimento dei Trasporti Territoriale</i>) DTT, part of <i>Ministero dell'Infrastruttura e dei Trasporti</i> ,	Local offices of the DTT	
5.	Car registration	Department of Terrestrial Transport DTT, part of <i>Ministero dell'Infrastruttura e dei Trasporti</i> , (Ministry of Infrastructure and Transport)	Local offices of DTT. The car must also be registered in the public automobile register (PRA)	
6.	Application for building permission	Application at local level (Comune) <i>Agenzia del Territorio</i> (Agency of the Territory) monitors activities	Application is filed with Comune and is registered with provincial level offices	
7.	Declaration to the police (e.g. in case of theft)	Various, generally closest office of the local police force	Various entities of the Police: Carabinieri, municipal police, state police Under the Ministry of Interior	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Provincial administration But there are also communal and national level libraries		
9.	Certificates	Local (municipal) level	Ufficio di Stato Civile (Registrar of Civil Status) (Anagrafe)	
9a)	(birth,			
9b)	marriage): request and delivery	Local (municipal) level	Ufficio di Stato Civile (Registrar of Civil Status) (Anagrafe)	
10.	Enrolment in higher education / university	National level Enrolment by university; pre-enrolment online via: universo.miur.it	Universities are controlled by national government Ministry of Instruction, University and Scientific Research (MIURS); however Regions and provinces provide funding as well and play a role in determining focus	
11.	Announcement of moving (change of address)	Local (municipal) level	Local governments report to national authorities which have all information online	

12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	<ul style="list-style-type: none"> - National level - ASL (unità di sanità locale, local unit of National Health Service, SSN) <p>CUP Which are under the Ministry of Health (Ministero di Sanità)</p>	ASL offices which are run at the comune level. CUP is the central appointments registry, but it is only available in certain cities and regions of the country. In some cases it is possible to make the appointments directly with the hospital	
Services for companies				
13.	Social contribution for employees	National level INPS	Local offices of INPS	
14.	Corporation tax: declaration, notification	National level Agenzia delle Entrate	Decentralised offices	
15.	VAT: declaration, notification	National level Agenzia delle Entrate	Decentralised offices, provincial and regional offices	
16.	Registration of a new company	Local level: chamber of commerce (Camera di Commercio)	Registro delle imprese is maintained at provincial level	
17.	Submission of data to statistical offices	Depending on type of data, provincial or Regional level Camera di Commercio for change in company status	Provinces report to national government (ISTAT is the national statistical entity)	
18.	Customs declarations	National customs authorities, Agenzia della Dogana	Local offices of Customs authorities, Guardia della Finanza (national financial police)	
19.	Environment-related permits (incl. reporting)	The local Sportello unico (one-stop shop) starts process Province has final word on awarding permit	Environmental impact study is required and assessed at the provincial level. National and regional laws concerning environmental impact.	
20.	Public procurement	At all levels of government,	all levels of government, some attempts at centralisation at national government level	

Netherlands

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
		Monarchy with three tiers of government: National level (14 ministries and a number of administrative bodies entrusted with specific tasks); Provincial level (12 provinces); Local level (492 local municipalities)		

Services for citizens				
1.	Income taxes: declaration, notification of assessment	Tax administration (Belastingdienst) www.belastingdienst.nl	Tax authorities of the central state (Belastingdienst).	Tax declarations. Declaration of income tax for citizens covers the entire process of tax management (information, electronics tax return, filling and payment, etc.) for all types of tax payers.
2.	Job search services by labour offices	Bureau of working affairs (Centrum voor Werk en Inkomen, CWI) www.cwinet.nl	Centrally organized with decentralized (physical) offices on a local level for unemployment benefit and social security (CWI centre for work and income)	Authorities want to see applicants (control, advice) Platform for Job-seekers to meet potential employers.
3.	Social security contributions:	2ZW Sociale Zekerheid www.socialezekerheid.nl		
3a)	1) Unemployment benefits	Bureau of working affairs (Centrum voor werk en Inkomen, CWI) www.cwinet.nl Subsidy arrangements for work and income (Europe) (Agentschap SZW) www.agentschapszw.nl Social Security Agencies (Uitvoeringsorgaan Werknemersverzekeringen, UWV) www.uwv.nl	Bureau of working affairs, decentralized offices on regional level	<u>The Unemployment Insurance Act (WW, Werkloosheidwet)</u> If a person loses his job, he can claim unemployment benefit. The duration and the amount of this benefit depend on his employment record and of his age.
3b)	2) Family allowances	Sociaal Insurance Bank (Sociale Verzekeringsbank, SVB) www.svb.nl National insurance schemes There are four national insurances. The national insurance schemes - General Old Age Pensions Act (AOW), General Surviving Relatives Act (ANW) and General Child Benefit Act (AKW) - are implemented by the Social Insurance Bank (SVB).	The SVB is responsible for implementation of the Dutch social insurance schemes listed below. Bovenkant formulier <u>AOW</u> : a pension for people aged 65 and over. <u>Anw</u> : a benefit for people whose partner has died and for orphans. <u>AKW</u> : child benefit for parents of children under 18. <u>TOG</u> : a care allowance for handicapped children living at home. <u>PGB</u> : a personal budget for people living at home who need long-term care. <u>Remigratiewet</u> : for people who want to return to their country of origin Onderkant formulier	
		Social Security Agencies (Uitvoeringsorgaan Werknemersverzekeringen, UWV) www.uwv.nl	Social provisions There are several social provisions. The Disablement Assistance Act for Handicapped Young Persons (Wajong) and the Supplementary Benefits Act (TW) are implemented by the social security agencies (UWV GUO, UWV Bouwnijverheid, UWV Cadans, UWV GAK and UWV USZO). The other social provisions, the National Assistance (ABW), the Act on Income Provisions for Older, Partially Disabled Unemployed Persons (IOAW), Act on Income Provisions for Older, Partially Disabled, Formerly Self-employed Persons (IOAZ), Sheltered Employment Act (WSW) and the Disablement Provisions Act (WVG) are implemented by the municipal authorities.	

		Housing benefit and purchase grant (Huursubsidie en Koopsubsidie) Ministry of Housing, Spatial Planning and the Environment (VROM) www.minvrom.nl	VROM (Ministry of Housing, Spatial Planning and the Environment) .Citizens are able to choose between renting or purchasing a home despite of a low income. That is why, in addition to a housing benefit, there is the possibility of a purchase grant.	A purchase grant is meant to increase the chance to purchase a house for citizens. Also, it is made possible that housing corporations are able to offer houses for sale against favourable conditions.
3c)	3) Medical costs (reimbursement or direct settlement)	Social Security Agencies (Uitvoeringsorgaan Werknemersverzekeringen, UWV) www.uwv.nl Health Care Insurance Board (College voor zorgverzekeringen, CVZ) www.cvz.nl Contributions for national insurances schemes are based on income. The higher the income, the higher the contribution. There is a ceiling for contributions, however, just as there is for benefits. The contributions for the national insurance schemes are collected by the tax authorities.	Employees' insurance schemes This part of the social security is funded from contributions paid by employers (the biggest part) and employees. There are four insurances for employed persons. The implementing bodies of the Sickness Benefits Act, Disablement Benefits Act and the Unemployment Insurance Act are the social security agencies as instructed by UWV (the National Institute for Social Security). More information is available at the social security agencies (UWV GUO, UWV Bouwnijverheid, UWV Cadans, UWV Gak and UWV USZO). The contribution is collected by the tax authorities. The WAZ is implemented by the social security agencies (UWV GUO, UWV Bouwnijverheid, UWV Cadans, UWV Gak and UWV USZO). The General Act on Exceptional Medical Expenses (AWBZ) is implemented by the Health insurance funds and designated private health insurance companies.	The Sickness Benefits Act (ZW, Ziektewet) Only sick people without an employer and female employees in case of pregnancy and delivery will get a sickness benefit. For people with a regular job their salary will be continued in case of sickness. The Disablement Benefits Act (WAO, Wet op de arbeidsongeschiktheidsverzekering) If the employee is still incapacitated for work after one year, he may be eligible for a disablement benefit. For how long, and at what rate? That depends on things such as his age and the degree of incapacity. The Health Insurance Act (ZFW, Ziekenfondswet) The Health Insurance Act (ZFW) provides health insurance for employees whose salary is below a certain limit. Their partners and children can be insured as well. A person whose income is above this limit must take out private health insurance. At this moment the limit is € 19.550 per year. Self-employed persons insurance The Self-employed Persons Disablement Benefits Act (WAZ) insures loss of earnings resulting from long-term disability.
3d)	4) student grants and loans	Informatie beheer groep (IBG) www.ib-groep.nl	The Informatie Beheer Groep is responsible for the execution of several acts and regulations, such as student grants and information management. These acts are commissioned by the Minister of Education, Culture, and Science. International	Students are eligible for a grant, based on nationality or residence permit. It is also possible to receive a loan via the IBG.

4. 4a)	Personal documents 1) passport 2) Driving license	Ministry of the Interior and Kingdom relations www.minbzk.nl www.paspoortinformatie.nl Agency for Personnel records and travel documents (Agentschap BPR) www.bprbzk.nl	In the Netherlands the Passport service is delivered by the town hall as an executive agency of the ministry of home affairs. The responsible authority is BPR. The production of the passport is centralized and is carried out by SDU.	
4b)		Driving Test Organisation (CBR) www.cbr.nl The CBR (Driving Test Organisation) is the Dutch statutory body responsible for the administering of driving tests.	Same as passport.	
5.	Car registration	Office for road traffic (Rijksdienst Wegverkeer, RDW) www.rdw.nl	The RDW has a role as a public authority: drawing up applying regulations for vehicles. In the Netherlands registration of cars for citizens or car dealers is handled via the post office.	
6.	Application for building permission	Local governments Ministry of Housing, Spatial Planning and the Environment (VROM) http://www.vrom.nl/bouwvergunningen_online	Local communities / Municipal governments	
7.	Declaration to the police (e.g. in case of theft)	Police (Politie) Portal: www.politie.nl	Local police offices. Declaration to the Police is typically provided on all local level.	Interchange of data with assurance companies (PKI)
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Libraries (various responsibilities: municipality, National) Portal: www.bibliotheek.nl	Library on municipal level, and national level	
9. 9a)	Certificates (birth,	Local governments Municipal	Local governments (authority for registration) act on the behalf of the central state authority	
9b)	marriage): request and delivery	Local governments Municipals	As above	
10.	Enrolment in higher education / university	Universities Higher Professional Education (Hogeschool / HBO) Informatie beheer groep (IBG) www.ib-groep.nl	Universities	
11.	Announcement of moving (change of address)	Local government Municipals	Local governments are involved in registration of moving of the citizen (each authority for registration affairs) act on the behalf of the central state authority	
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Hospitals (Ziekenhuis)	Doctors, health insurance companies	

Services for companies				
13.	Social contribution for employees	<p>Social security administration www.socialezekerheid.nl</p> <p>Social Security Agencies (Uitvoeringsorgaan Werknemersverzekeringen, UWV) www.uwv.nl</p> <p>(related with section 3c)</p>	<p>Health insurance companies, pension scheme representative</p> <p>The Netherlands has a unique care insurance system. It is composed of a mix of public and private insurance</p> <p>Pension scheme: AOW (retirement: Dutch General Old Age Benefit Act) ANW (death: Dutch General Survivors' Benefit Act) WAO (disability: Dutch Act on disability insurance)</p>	<p>Basic facilities Social security forms the ground level and is fixed in the law. In this regard we see a government that is increasingly shifting responsibility towards the market (read: employer / employee), also motivated by the trend toward individualisation.</p>
14.	Corporation tax: declaration, notification	<p>Belastingdienst ondernemers www.belastingdienst.nl</p>	Regional agencies.	
15.	VAT: declaration, notification	<p>Belastingdienst ondernemers www.belastingdienst.nl</p>	Regional agencies.	
16.	Registration of a new company	<p>Chamber of Commerce (Kamer van koophandel) www.kvk.nl</p>	The Chamber of Commerce is the prime meeting place for business people in the Netherlands, for entrepreneurs or operating companies.	
17.	Submission of data to statistical offices	<p>Central Bureau for Statistics (Centraal bureau voor de Statistiek, CBS) www.cbs.nl</p> <p>Statistics Netherlands is a department of the Ministry of Economic Affairs. Its work programme is determined by the Central Commission for Statistics.</p>	<p>The CCS is an independent commission made up of representatives from government, the scientific community and society at large. It watches over the independence, impartiality, relevance, quality and continuity of the statistical programme.</p> <p>The Director-General of Statistics Netherlands may independently decide on the selection of the research methods and on publishing the results.</p>	
18.	Customs declarations	<p>Dutch customs www.douane.nl</p> <p>The Tax and Customs Administration is responsible for implementing a wide range of legislation. Its tasks include levying and collecting taxes, inspecting goods for import, export and transit, and investigating fraud.</p>	As a public authority, Customs is partly responsible for maintaining law and order in Dutch society. In that capacity, Customs enforces both tax legislation of certain kinds and many other rules on the import, export or transit of goods.	
19.	Environment-related permits (incl. reporting)	<p>Ministry of Housing, Spatial Planning and the Environment (VROM) www.minvrom.nl</p> <p>Local government Municipal authorities</p>	Regional authorities of the states, local governments (building departments, environmental departments)	
20.	Public procurement	<p>According to Dutch law, the decisions of a public authority regarding procurement are seen as acts of civil law and not subject to Administrative Law. In case of disputes in procurement procedures outside the scope of the directives (p.e. under the thresholds) are also subject to the ordinary courts on basis of the unlawfull act/reasonableness and fairness. Our civil legislative system has all the by the remedies directives (88/665 and 92/13) requested facilities (interlocutory proceedings in urgent cases, accelerated proceedings and normal proceedings etc). www.rechtspraak.nl</p>	Our civil law gives every company or citizen the right to go to the civil court when he feels he has been injured by an authority or a public company.	<p>Each department or governmental organisation is free of handling public procurement.</p> <p>There is no central bureau for Procurement in the Netherlands. Of course the European procurement directives must be followed.</p>

Norway

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Norway has centralised state structure and generally a culture of integration. The smallness of the country and the centralising effect of the social democratic political and to a large extent administrative hegemony are important factors explaining this situation. Basically there is one rather integrated administrative structure. The state, the counties (fylker, 19) and the municipalities (435).	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Tax authorities (Skattedirektoratet)	State, hierarchical	
2.	Job search services by labour offices	Labour marked authorities, Arbeidsmarkedsetaten www.aetat.no	State, regional	
3.	Social security contributions:	Social security authority (Rikstrygdeverket)	State, centralised	
3b)	1) Unemployment benefits	Labour marked authorities, Arbeidsmarkedsetaten www.aetat.no	State, regional	
3c)	2) Family allowances	Social security authority (Rikstrygdeverket)	State, centralised	
3d)	3) Medical costs (reimbursement or direct settlement) 4) student grants and loans			
4.	Personal documents	Police	State, regional	
4a)	1) passport			
4b)	2) Driving license	Directorate for public roads (Vegdirektoratet)	State, regional	
5.	Car registration	Directorate for public roads (Vegdirektoratet)	State, centralised	
6.	Application for building permission	Municipalities	Municipalities, individually	
7.	Declaration to the police (e.g. in case of theft)	Police, local	Local police stations, degree of BOR unknown, probably in its infancy	

8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Public libraries (Folkebibliotekene)	State, department of Education and Research, with specialised sub agencies	
9.	Certificates (birth,	The census authority (Folkeregistret)	State. centralised	
9b)	marriage): re-request and delivery	The census authority (Folkeregistret)	State. centralised	
10.	Enrolment in higher education / university	The enrolment authority (Samordnet opptak)	Cooperation between universities and other institutions of higher education	
11.	Announcement of moving (change of address)	The census authority (Folkeregistret)	State. centralised	
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	The Directorate of Health (Helsesidirektoratet)	State, centralised, but in five regions	

Services for companies

13.	Social contribution for employees	Tax authorities (Skattedirektoratet)	State, centralised, regional offices	
14.	Corporation tax: declaration, notification	Tax authorities (Skattedirektoratet)	State, centralised, regional offices	
15.	VAT: declaration, notification	Tax authorities (Skattedirektoratet)	State, centralised, regional offices	
16.	Registration of a new company	The register data authority (Enhetsregisteret, Brønnøysund)	State, centralised	
17.	Submission of data to statistical offices	Statistics Norway (in cooperation with, registerdata authority, tax authorities and social security authority)	State, centralised	
18.	Customs declarations	The customs directorate (Toll- og avgiftsdirektoratet)	State, centralised, regional offices	
19.	Environment-related permits (incl. reporting)	The public environmental authority (Statens forurensingstilsyn)	State, centralised	
20.	Public procurement	Department of Industry and Trade, Department of Administration and Labour	State, centralised	

Portugal

No	Service	Responsible authorities and level of state	Involved agencies	National peculiarities concerning the workflow
		(which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) In Portugal, the political system is organised in two administrative layers: the central government and the municipalities (308). As for most EU members, central government remains	(e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	(e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)

		a core driver for e-government initiatives.		
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Financial ministry (central state (CS)) through the General Office of Income Taxes and Contributions (Direcção Geral de Contribuições e Impostos – DGCI)	Centrally organized in ward to the DGCI with regional (district) services (Direcções Regionais de Finanças)	
2.	Job search services by labour offices	Labour and professional formation institute – IEFP (CS) (Instituto do emprego e formação profissional)	Centrally organized in ward to the social security and labour ministry, with decentralized (physical) offices in the local level	
3. 3a)	Social security contributions: 1) Unemployment benefits	Labour and professional formation institute - IEFP (CS) (Instituto do emprego e formação profissional)	Labour and professional formation centres (decentralized offices in the local level)	
3b)	2) Family allowances	Social security and labour ministry – MSST (CS) (ministério da segurança social e do trabalho)	Solidarity and social security institute (decentralized in district centres) (units of child allowance, special education frequency and 3 rd age assistance)	Authorities want to see applicants: control, advice (general inspection of the ministry)
3c)	3) Medical costs (reimbursement or direct settlement)	Health ministry - MS (CS) (ministério da saúde) Health insurance companies	Regional agencies under tutelage of the ministry of health (Administrações Regionais de Saúde)	
3d)	4) student grants and loans	Educational ministry - ME (CS) (ministério da educação)	Central state	
4. 4a)	Personal documents 1) passport 2) Driving license	Inland Administration Ministry – MAI (CS) (Ministério da Administração Interna)	District Civil Governments (CS) in ward to the inland administration ministry	
4b)		Traffic general direction (direcção geral de viação) in award to the inland administration ministry (CS)	Local offices (traffic regional directions) act on the behalf of the central state authority	
5.	Car registration	General Office of Notary and Registry – DGRN (CS)	Local commercial registry offices (CS) (districts)	
6.	Application for building permission	Local governments (câmaras municipais)	Local government (municipalities)	
7.	Declaration to the police (e.g. in case of theft)	Police national direction	Local police offices (districts)	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Libraries (various responsibilities: municipality, state)	Library on state level, different libraries on municipal level	
9. 9a)	Certificates (birth,	General Office of Notary and Registry - DGRN (CS) and Local governments	Local government (local registry office) act on the behalf of the central state authority	
9b)	marriage): request and delivery	General Office of Notary and Registry - DGRN (CS) and Local governments	Local government (local registry office) act on the behalf of the central state authority	
10.	Enrolment in higher education / university	Universities	Universities	
11.	Announcement of moving (change of address)	Local government	Local government	

12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Hospitals	Doctors, health insurance companies	
Services for companies				
13.	Social contribution for employees	Social security and labour ministry – MSST (CS)	Health insurance companies, pension schemes	
14.	Corporation tax: declaration, notification	Financial Ministry - MF (CS)	Central state with regional agencies (District financial directions – Direcções regionais de finanças)	
15.	VAT: declaration, notification	Financial Ministry - MF (CS)	Central state with regional agencies (District financial directions – Direcções regionais de finanças)	
16.	Registration of a new company	General Direction of Notary and Registry - DGRN (CS) (Direcção Geral de Registos e Notariado – DGRN)	Local Land property and Commerce Registry Office act on the behalf of the central state authority (Conservatória do Registo Predial e Comercial)	
17.	Submission of data to statistical offices	National Statistic Institute (CS) (Instituto Nacional de Estatística – INE)	National Statistic Institute and Local Governments	
18.	Customs declarations	Consumption Special Taxes and Customs General Direction - DGAIEC (CS) (Direcção Geral de Alfândegas e Impostos Espaciais sobre o Consumo)	National Customs Administration, Border Regulation Authorities	
19.	Environment-related permits (incl. reporting)	Environment Ministry with regional offices (Direcções Regionais do Ambiente)	Central State, local Governments (building departments, environmental departments)	
20.	Public procurement			Levels of government are independent

Spain

No	Service	Responsible authorities and level of state	Involved agencies	National peculiarities concerning the workflow
		<p>(which is the authority in overall charge to realize delivery of the service?)</p> <p>(brief description of the state's structure)</p> <p>State: 17 Regions (Comunidades Autónomas) plus 2 autonomous cities (Ciudades Autónomas: Ceuta y Melilla). The Comunidades Autónomas have important competencies, similar to Federal states, however, it depends on each Comunidad. Some competency delegation processes are still running.</p>	<p>(e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)</p>	<p>(e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)</p>

Services for citizens				
1.	Income taxes: declaration, notification of assessment	Ministry of Finance (Ministerio de Hacienda, National level).	Within the structure of the Ministerio de Hacienda, the agency responsible of the management of the tributary system is the Agencia Estatal de Administración Tributaria (State Agency of Tax Administration) with offices at local level.	
2.	Job search services by labour offices	National Institute of Employment (Instituto Nacional de Empleo, Regional level)	Even when the name says national, at this moment, most of the competencies has been transferred to Regions (Comunidades Autónomas). The INEM at national level controls the economic affairs, but the Comunidades Autónomas are in charge of job search and other related services	
3.	Social security contributions:	Ministry of Employment and Social Affairs (Ministerio de Trabajo y Asuntos Sociales, national level)	The institution, depending on the Ministry of Employment and Social Affairs, is the Minister's Office of Social Security (Seguridad Social). It manage the budget. Unemployed people get the benefits from the INEM (Insituto Nacional de Empleo) at regional level	
3a)	1) Unemployment benefits			
3b)	2) Family allowances	Ministry of Finance (Ministerio de Hacienda, National level).	Within the structure of the Ministerio de Hacienda, the agency responsible is the Agencia Estatal de Administración Tributaria (State Agency of Tax Administration).	
3c)	3) Medical costs (reimbursement or direct settlement)	Comunidades Autónomas (regional level)	The National Institute of Health Administration (Instituto Nacional de Gestión Sanitaria) depending on Ministry of Health and Consumer Affairs (Ministerio de Sanidad y Consumo, Regional level), has transferred health services to Comunidades Autonomas. However, the INGS is responsible of health services in the Ciudades Autonomas of Ceuta y Melilla.	
3d)	4) student grants and loans	Ministry of Education Culture and Sports (Ministerio de Educación Cultura y Deportes)	Students present application forms in Universities.	
4.	Personal documents	Home Office (Ministerio del Interior, National level)	Centrally organised. Applications and delivery is done in police stations.	
4a)	1) passport			
4b)	2) Driving license	Home Office (Ministerio del Interior, National level)	The organism in charge of it is the Traffic Head Office (Dirección General de Tráfico). Centrally organised with head offices at level of province.	
5.	Car registration	Home Office (Ministerio del Interior, National level)	The organism in charge of it is the Traffic Head Office (Dirección General de Tráfico). Centrally organised with head offices at level of province.	
6.	Application for building permission	Municipality		
7.	Declaration to the police (e.g. in case of theft)	Home Office (Ministerio del Interior, National level)	Declarations to the police are done at local level in police offices	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Libraries (municipality, provinces, Comunidades Autónomas, state)		
9.	Certificates	Ministry of Justice (National level)	The organism in charge of it is the Register Office (Registro Civil). The registration is done in Municipalities at local level	
9a)	(birth, marriage): request and delivery			

9b)		Ministry of Justice (National level)	The organism in charge of it is the Register Office (Registro Civil). The registration is done in Municipalities at local level	
10.	Enrolment in higher education / university	Universities (depend on Comunidades Autónomas, Regional level)		
11.	Announcement of moving (change of address)	Municipalities (local level)	All steps are done at Municipal level. This information is centralised in the National Institute of Statistic (Instituto Nacional de Estadística).	This information is used for the electoral roll
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Hospitals (depend on Comunidades Autónomas, Regional level)		
Services for companies				
13.	Social contribution for employees	Ministry of Employment and Social Affairs (Ministerio de Trabajo y Asuntos Sociales, national level)	The Social Security (Seguridad Social) is the organism in charge of contributions.	
14.	Corporation tax: declaration, notification	Ministry of Finance (Ministerio de Hacienda, National level).	Within the structure of the Ministerio de Hacienda, the agency responsible of the management of the tributary system is the Agencia Estatal de Administración Tributaria (State Agency of Tax Administration) with offices at local level.	
15.	VAT: declaration, notification	Ministry of Finance (Ministerio de Hacienda, National level).	Within the structure of the Ministerio de Hacienda, the agency responsible of the management of the tributary system is the Agencia Estatal de Administración Tributaria (State Agency of Tax Administration) with offices at local level.	
16.	Registration of a new company	Head Office of Registration and Notaries (Dirección General de Registros y del Notariado), indirectly dependent from the Ministry of Justice (Ministerio de Justicia)	This office is in charge of the upgrading of all new companies or existing ones that would like to initiate commercial activities inside the Spanish physical territory or the Spanish influence area.	
17.	Submission of data to statistical offices	National Statistics Institute (Instituto Nacional de Estadística)	This organism generates official statistics from the Government. Ministry of Economy (Ministerio de Economía) and the State Agency of Tax Administration (State Agency of Tax Administration) also regulate special statistics for companies in order to regulate commercial activities or tributary movements of certain companies.	
18.	Customs declarations	Ministry of Finance (Ministerio de Hacienda, National level).	The institution in charge of it is the State Agency of Tax Administration (State Agency of Tax Administration), depending on the Ministry of Finance. It has local office in all provinces. The Chamber of commerce (Cámara de Comercio) at regional level, has some competencies related to the steps and registry. It is an independent organism but indirectly related with the Ministry of Economy (Ministerio de Economía) and the State Agency of Tax Administration (State Agency of Tax Administration).	
19.	Environment-related permits (incl. reporting)	Ministry of Environment (Ministerio de Medioambiente) and other Ministries depending on the activity.	There are many activities and politics related to or producing effects on the environment which are managed by different departments and Ministries.	

20.	Public procurement			Each government level has the authority to deal with this topic. In the State Official Bulletin (Boletín Oficial del Estado) and other bulletins at regional and municipality level, public contest to provide works, goods and services to the government are published.
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Sweden

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Centralised state; 21 county councils (landsting); 290 local authorities (kommuner)	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Central State; Ministry of Finance	National agency: National tax board (Riksskatteverket) Sub-national agencies: 10 Regional tax authorities (Skattemyndigheten)	
2.	Job search services by labour offices	Central State; Ministry of Industry, Employment and Communications	National agencies: Labour market administration (AMV), National Labour Market Board (AMS) Sub-national agencies: County Labour Board (länsarbetsnämnder), Swedish Public Employment Service (arbetsförmedlingen)	
3. 3a)	Social security contributions: 1) Unemployment benefits	Central State; Ministry of health and social affairs	National agency: Social Insurance Offices (Försäkringskassan)	
3b)	2) Family allowances	Not applicable	Not applicable	Family allowances are part of the universal social security system in Sweden. Family allowances are automatically transferred (i.e. child benefits)
3c)	3) Medical costs (reimbursement or direct settlement)	Central State; Ministry of Health and Social Affairs	National agency: Social Insurance Offices (Försäkringskassan)	
3d)	4) student grants and loans	Central State; Ministry of Education and Science	National agency: National Board of Student Aid (Centrala studiestödsnämnden, CSN)	
4. 4a)	Personal documents 1) passport 2) Driving license	Central State; Ministry of Justice	National agency: The police authority (polismyndigheten) decentralised on county level	

4b)		Central State; Ministry of Industry, Employment and Communications	National agency: Swedish National Road Administration (Vägverket)	
5.	Car registration	Central state; Ministry of Industry, Employment and Communications	National agency: Swedish National Road Administration (Vägverket)	
6.	Application for building permission	Local authorities	Local agency: Statsbyggnadskontoret	
7.	Declaration to the police (e.g. in case of theft)	Central State; Ministry of Justice	Agencies: The Police Authority (polismyndigheten) decentralised on county level	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Various responsibilities (Local authorities, Central state)	National agency: The Royal Library, National Library of Sweden	
9. 9a)	Certificates (birth, marriage): request and delivery	Central state; Ministry of Finance	National agency: National tax board (Riksskatteverket) Subnational agencies: 10 Regional tax authorities (Skattemyndigheten)	
9b)		Central state; Ministry of Finance	National agency: National tax board (Riksskatteverket) Subnational agencies: 10 Regional tax authorities (Skattemyndigheten)	
10.	Enrolment in higher education / university	Central State; Ministry of Education and science	National agencies: National Agency for Higher Education (VHS) and each university	
11.	Announcement of moving (change of address)	Central State; Ministry of Industry, Employment and Communications	Agencies: local post offices and Svensk Adressändring AB (owned by Posten and OptiMail)	
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	County Councils (landstinget)	Agencies: hospitals, care (welfare) centres, family doctors	
Services for companies				
13.	Social contribution for employees	Central state; Ministry of Finance	National agency: National tax board (Riksskatteverket) Sub national agencies: 10 Regional tax authorities (Skattemyndigheten)	
14.	Corporation tax: declaration, notification	Central state; Ministry of Finance	National agency: National tax board (Riksskatteverket) Sub national agencies: 10 Regional tax authorities (Skattemyndigheten)	
15.	VAT: declaration, notification	Central state; Ministry of Finance	National agency: National tax board (Riksskatteverket) Sub national agencies: 10 Regional tax authorities (Skattemyndigheten)	
16.	Registration of a new company	Central State; Ministry of Industry, Employment and Communications	National agency: Swedish Patent and Registration Office (PRV)	
17.	Submission of data to statistical offices	Not applicable	Not applicable	Statistical data is automatically administrated by National tax board (statement of income) and Swedish Patent and Registration Office (company audits)
18.	Customs declarations	Central state; Ministry of Finance	National agency: Swedish Customs Administration (Tullverket)	
19.	Environment-related permits (incl. reporting)	Central state; Ministry of Finance	County agencies: County council administrations (länsstyrelsen)	

20.	Public procurement	Central State; Ministry of Finance	National agency: National board for public procurement	
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*) Data in section "responsible authorities and level of state" refers to the level of state authority (central, county, local) whereas "involved agencies" refers to state agencies under the jurisdiction of central, county or local authorities, that are responsible for implementation of services.

United Kingdom

No	Service	Responsible authorities and level of state (which is the authority in overall charge to realize delivery of the service?) (brief description of the state's structure) Unified state, with some functions devolved to the national assembly in Wales (no tax raising or legislative powers, and limited discretion over spending). Local administration of some services is given by law to locally elected councils – the structure of local government varies from place to place, but functions are either divided between district and county councils, or lodged with unitary councils that carry out all local authority functions within their areas. The structure of government is different again in Scotland and Northern Ireland, and for this reason, this list focuses only on England and Wales.	Involved agencies (e.g. authorities on different levels of government (local, regional/provincial state level, [federal] state level, ministries, federal bureaus)	National peculiarities concerning the workflow (e.g. if not relevant for the country or if the service is delivered pro-active without request – in this case please give a reason in brief)
Services for citizens				
1.	Income taxes: declaration, notification of assessment	Central government	Inland Revenue (central government department) –implementation through a network of district and local offices	
2.	Job search services by labour offices	Central government	Department of Work and Pensions, with implementation through a network of local Job Centres and Job Centres Plus	
3a)	Social security contributions:	Central government	Inland Revenue – Contributions Agency	
3b)				
3c)	1) Unemployment benefits	(1) central government	(i) Department of Work and Pensions, with implementation through local Job Centres and Job Centres Plus	
3d)	2) Family allowances	(2) central government	(2) Department of Work and Pensions (child support) and Inland Revenue (tax credits). Both are centrally processed benefits	(2) The UK is in the process of moving from welfare payments to a tax credit system for child support
	3) Medical costs (reimbursement or direct settlement)	(3) not relevant	(4) county and unitary authorities (grants) and the Student Loan Company (loans)	(3) The UK has no public medical insurance system.
	4) student grants and loans	(4) Local authorities (student grants) and national ad hoc quasi commercial company (loans)		

4. 4a)	Personal documents 1) passport	(i) central government	(i) Home Office – Passports Agency. Post Office Counters Ltd also receive payments and forms under licence	
4b)	2) Driving license	(2) central government	(2) Department of Transport – Drivers and Vehicle Licensing Authority. Post office Counters Ltd also receive payments and forms.	
5.	Car registration	As (2) above	As (2) above, but with no involvement by the Post office	
6.	Application for building permission	Local authorities	districts and unitary authorities	
7.	Declaration to the police (e.g. in case of theft)	Local police authorities – through local police stations	There are 43 police forces in England and Wales, each governed by a police authority appointed and funded by the Home Office	
8.	Public libraries (availability opportunity to lend books, CD's a.o. online)	Local authorities	– county and unitary authorities	
9. 9a)	Certificates (birth,	Central government	Office of the Registrar General	
9b)	marriage): request and delivery			
10.	Enrolment in higher education / university	Institutions of higher education	Funded by the Higher Education Funding Councils for England and Wales, but run autonomously	
11.	Announcement of moving (change of address)			There is no authority to whom residents have to report changes of address, but they have to notify each public authority separately
12.	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)	Local Primary Health Trusts –	through general practitioner surgeries	
Services for companies				
13.	Social contribution for employees	Central government	Inland Revenue – contributions agency	
14.	Corporation tax: declaration, notification	Central government	Inland Revenue	
15.	VAT: declaration, notification	Central government	Customs and Excise	
16.	Registration of a new company	Central government	Department of Trade and Industry – Companies House	
17.	Submission of data to statistical offices	Usually central government	Various – will vary from subject to subject	
18.	Customs declarations	Central government	Customs and Excise	
19.	Environment-related permits (incl. reporting)	Central government, but sometimes local	Environment Agency or local authority, district or county council	
20.	Public procurement	Central government, and also local authorities, as appropriate	HM Treasury - Office of Public Procurement	

