



*Présidence luxembourgeoise
du Conseil de l'Union européenne*

Ministère de la Fonction publique et de la Réforme administrative

Deloitte Consulting Luxembourg

**Good Practices Information Systems
for public administrations in Europe**

Luxembourg, June 2005

Deloitte.

Survey for the 44th meeting of the Directors general responsible for Public Administration of
the EU member states

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Preface

This report is the result of the joint work of the Ministry of Civil Service and Administrative Reform and Deloitte Consulting Luxembourg during the first half of 2005 on behalf of the Luxembourg Presidency of the Council of the European Union.

The report is intended for the members of the "European Public Administration Network" (EPAN) to help to facilitate the exchange of experiences in European public administration through quality "Good Practices Information Systems" (GPISs).

The project was carried out under the management of Mr Damien Ghielmini and Mrs Petra Hazenberg of Deloitte Consulting Luxembourg. Mr Ralph Letsch and Mr Guy Wagener of the Ministry of Civil Service and Administrative Reform actively supported the work.

The answers of the various members of the EPAN to the questionnaires submitted to them in the two working groups involved, Innovative Public Services (IPSG) and eGovernment, were indeed very useful for the results of the report.

The original of this report is written in French.

Reading the report

Any person already aware with the "Good practice" issues may start reading this report from section 3.

It is suggested that anyone reading this who has been involved in the task and knows the "Good practice" issues as well as the work carried out should start reading it from section 4.

As for anyone else, a full reading of the report is preferable.

Main acronyms used in this report

EPAN	European Public Administration Network
GPF	eGovernment Good Practice Framework
IPSG	Innovative Public Services: one of the EPAN's working groups
MCSAR	Luxembourg Ministry of Civil Service and Administrative Reform
GPIS	Good Practices Information System

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1. Introduction

1.1. Context



In the resolution approved in Rome on 1st December 2003, the European Ministers responsible for public administration stated:

their intention to pursue and enhance informal European co-operation in the field of public administration, so that the constant exchange of information and best practices between administrations and the performance of joint activities can foster the process of modernising the administrations on national and European levels .



The 2004-2005 programme for co-operation between public administrations, an appendix to the abovementioned resolution, highlights, for the different EPAN working groups, the need for the identification, analysis, exchange and dissemination of good and best practices:

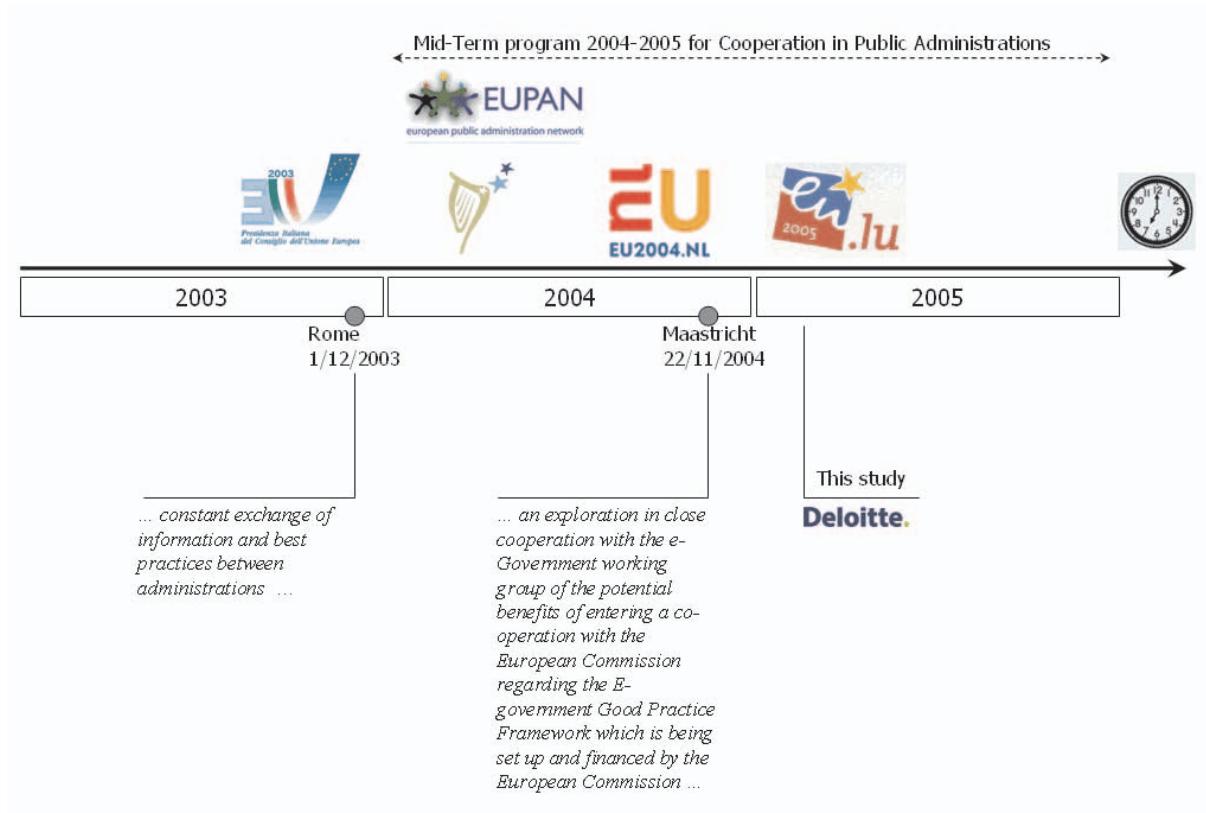
The exchange and dissemination of positive experiences are considered to be the ideal method for managing to make savings, achieving standardisation and, more generally, managing to guarantee the success of initiatives based on successful experiences. In order to do this, given the current initiatives already started by the European Commission, you could look into the opportunity of defining a structure to support the sharing of know-how, the exchange of results and experiences, the distribution of documents and studies, and the identification of models and approaches which have been adopted in the environments of different member states.



The resolution of the Directors General, approved in Maastricht 22nd and 23rd November 2004 states the following in the “Benchmarking Activities” chapter for the Innovative Public Services group:

The Directors General

4. welcome the development of an annual programme of work for benchmarking activities to be implemented in 2005 which will include
 - b. an exploration, in close collaboration with the e-Government working group, of the potential benefits of entering into a collaboration with the European Commission in respect of the E-government Good Practices which will be set up and financed by the European Commission



1.2. Regarding good practice...

An "**excellent practice**" is a process (or taken more as a whole, a methodology) which describes the most effective way to achieve a specific objective, and which bases its legitimacy on a successful precedent with demonstrable tangible results. This practice can therefore be recommended as a model.

This being the case, it involves a **very relative concept**, since:

- on the one hand, it cannot be dissociated from a particular organisation and primarily from a context
- and, on the other hand, the requirements and approaches to respond to it are constantly changing.

A "**good practice**" is a more pragmatic concept, to take account of the variations in contexts and organisation. With the enlargement of the European Union, this statement is even more relevant.

In this study we also stress the fact that the mere listing of practices, good and not so good and putting them into perspective ("what lessons in my situation?") can already be considered to be a good practice as such.

Finally, what is only a practice for some can seem to be a good practice to others or vice versa. The enlargement of the European Union also contributes to this subjectivity.

In short:

AN EXCELLENT PRACTICE IS A RATHER THEORETICAL CONCEPT, WHICH IS NOT NECESSARILY APPLICABLE AND IS NOT ALWAYS APPROPRIATE TO OTHER CONTEXTS.

A GOOD PRACTICE DESCRIBES A MORE REALISTIC CONCEPT, WHICH IS UNDOUBTEDLY MORE REASONABLE AND CAN BE TRANSPOSED.

THE PRACTICE IS THE DE FACTO SITUATION, WHETHER IT IS GOOD OR NOT SO GOOD.

1.2.1. Illustration by an example of "good practice"

Let us assume that a country's ministry of finance wants to set up an electronic system for declaring VAT. It is an ambitious project, with the consequent financial stakes (cost of the project on the one hand and the sums managed on the other hand). Before starting the project, this ministry will, of course, want to know:

- *if this type of project has already been implemented elsewhere, and, if so,*
- *what prerequisites (level of equipment of the taxpayers, legal framework, etc.) are normally needed in this type of approach*
- *if appropriate, or not, to link this project to other systems of declaration*
- *how to manage the period of development*
- *how to manage the co-existence between such a system and the traditional system in the long run*

- what types of obstacles have been encountered by the countries which have operated such a transition
- what it is advisable to subcontract (based on what criteria), what can be subcontracted and what especially must not be subcontracted
- what requirements in terms of resources (staff, computer infrastructure, etc.) or level of qualification of the resources will be inferred
- what disruptions in terms of organisation will this involve (help centre? 24/7 availability? etc.)?
- finally, quite simply, how much time will such a project take?
- and what costs (unit and recurring) will it involve?
- etc.

So you see, there are a **multitude of questions** on which there are no miracle formulae.

It is certain that, for many questions, **being acquainted with a good practice will bring a critical level of information**, firstly to validate the project, to define its parameters or even to avoid being mistaken on the discussion (“*what is the relevance of my project?*”). You can, of course, imagine the analysis of several good practices (in this area there is no exclusivity) in order to gather various pieces of information on each one and possibly to cross-check them.

The natural reaction to such a requirement would be **to search for** the references of existing good practices **in a database**.

Once again the concept of good practice is very relative since the information concerning a practice which would be badly developed can end up being just as interesting if an exercise of introspection has been carried out and the key factors of the failure brought to the fore. The good practice would then be the analysis and enhancing of the bad practice.

The example presented above is very generic and very ambitious. Many other situations, for which, on the contrary, the solution is not part of the issue, can occur:

- *in a regional administration, I want to offer a scheduled availability as extensive as possible for consultations in the area of social aid, but I do not have the possibility of using an Internet type channel (this type of service assumes a direct contact). How can I ensure the widest possible service? etc.*
- *in a town council, I want to subcontract the road maintenance work. What are the key criteria that I must check when analysing bids from subcontractors? What typical recurrent cost does this type of service provision involve? etc.*
- *within a country, I want to set up a system for assessing the quality of the health care. To what body should such a project be delegated? How should one communicate about such a delicate subject matter? What types of reactions must I expect? etc.*

These various examples clearly show that the typology of good practice is extremely wide-ranging.

1.3. ...in the Good Practices Information System (GPIS)

1.3.1. What does it involve?

This is generally a **central reference system** (on a European, national or regional level, or even within a field (for example education, transportation, health)) which **records and makes the good practices available**, whether freely or not, to any interested person.

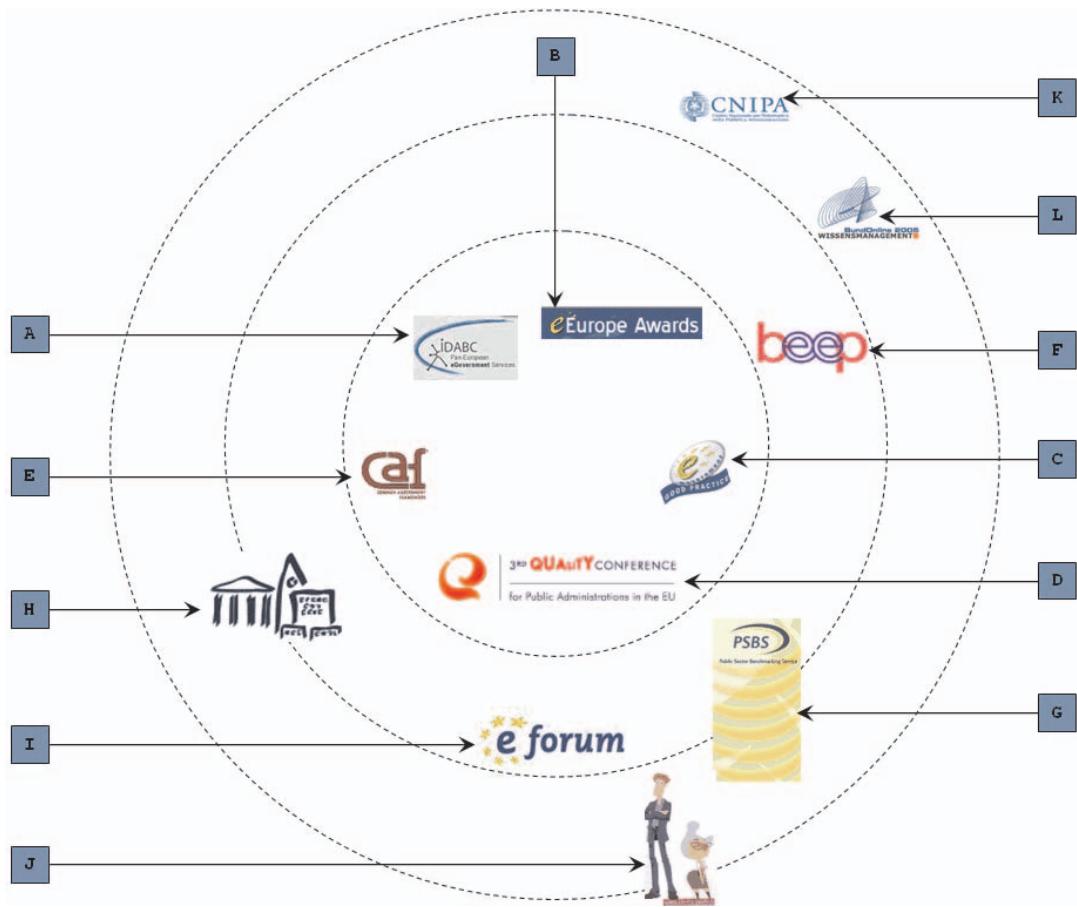
Besides a database (normal situation), there is therefore a **set of mechanisms** (detection, validation, management, etc.) which allow the GPIS to work.

Within Europe, there are **several GPISs**, with varied vocations, periods of existence and sponsors.

An ideal good practices information system would have two facets:

- detailed knowledge, **for example** by means of a database of good practices, so as to allow users to access information
- a panel of methods intended for sharing experiences, for example through user communities.

The diagram below shows some of the **main GPISs**. The different concentric circles show the level of coverage (European, national with European use, even finer national sectoral) and of awareness. This is only a subjective illustration, for the purpose of illustration only.



A	IDABC eGovernment Observatory http://europa.eu.int/idabc/en/chapter/140
B	eGovernment conferences (2 nd : 2003, 3 rd : 2005) & eEurope awards http://www.e-europeawards.org/
C	Good Practice Framework (GPF) http://europa.eu.int/information_society/activities/egovovernment_research/gpf/index_en.htm
D	Quality conferences (3 rd session in 2004) http://www.3qconference.org
E	Common Assessment Framework Resource Center (CAF) http://www.eipa.nl/ (Link = CAF)
F	Beep Knowledge System http://www.beepknowledgesystem.org/default.asp
G	Public Sector Benchmarking Service - Good Practice Database http://members.benchmarking.gov.uk/netcomm/PSBSSite/goodpractice/goodpractice.asp
H	Database on Good Practice in Urban Management and Sustainability http://europa.eu.int/comm/urban/
J	The observatory of best practices http://www.adae.gouv.fr/rubrique.php3?id_rubrique=104
K	Riusabilità del software e delle applicazioni informatiche nella pubblica amministrazione http://www.cnipa.gov.it/site/it-IT/Attivita%a0/Riusabilit%a0_del_software_nella_PA/
L	Praxisbeispiele (BundOnLine) http://www.wms.bundonline.bund.de/cln_028/lang_de/nm_1308/SiteGlobals/NavStructure/60_dienstleistungen/70_praxisbeispiele/praxisbeispiele_node.html?nnn=true

1.3.2. Immediate initial observations

- The **number of good practices** contained in these various systems is currently relatively **limited** (often less than 100 per system, up to 300 for some). Often these good practices are several years old.
- **The audience** for each of these systems is difficult to grasp exactly.
- These systems have a **high rate of cover**. Apart from the set of translation themes, in a language that is intelligible by civil servants, this suggests a high loss in terms of efforts.
- Once again the **semantic discussion** on the term "good practice" seems to us to be **hollow and unproductive**: at the recording stage, those who manage the GPISSs really do not have the means or the vocation or primarily the opportunity (there are not so many declarations!) to appear pernickety or to judge objectively if it is a "good practice" or not. In fact any information regarding a significant experience must (should) be understood, analysed, compared, and is finally used to enhance a reflection process.
- The notion of **confidentiality** remains secondary here. Contrary to what you might, for example, find in the private sector, administrations do not develop in a competitive world.

1.3.3. Some good practices recorded in the GPISSs

Below are shown some actual examples of good practices emanating from the main GPISSs managed by the European Commission, in the structure and format (and particularly the language) with which they are offered to the user.

- Two practices come from the "eGovernment Good Practice Framework" (currently in a demonstration version)
- One practice is taken from the IDABC's "eGovernment Observatory".

election.com Ltd – eVoting in Sheffield (UK)

Executive summary of the case:

Abstract

In May 2002, Sheffield City Council ran an innovative eVoting pilot scheme to increase voter participation and, ultimately, act as a catalyst for wider eDemocracy initiatives such as the forthcoming city-wide deployment of multi-purpose smart cards and online consultations.

The project was funded by the Office of the Deputy Prime Minister (ODPM) and involved close cooperation between Central and Local Government to ensure that the broader benefits extended beyond election day itself. As a result of the initiative, Sheffield City Council is now implementing a comprehensive election/eDemocracy modernisation process that is resolving the issue of citizen authentication through smart cards and setting the stage for reinvigorated EU elections in the UK.

In order to ensure maximum social inclusion, voters in Sheffield were able to choose from the widest range of new voting technologies ever deployed:

- The internet, telephone and mobile phone text-messaging enabled busy commuters, the housebound and the disabled to cast their ballot at the time and location of their choice.
- Traditional voters were able to cast their ballot by post or at the polling place. However, the introduction of computerised voter registration lists enabled them to vote at a polling station of their choice, rather a pre-assigned one.
- The introduction of smart cards (via voluntary take up and use) for Voter Authentication represented an important milestone in the introduction of citizen-centred, joined-up eGovernment.
- Specially designed public kiosks helped the elderly and others less familiar with new technologies to vote in an accessible and easy-to-use format at conveniently situated city locations.

Contact

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<http://www.votesheffield.com>

eJPA – eJustice Point of Access (Italy)

Executive summary of the case:

Abstract

eJPA is an enabling infrastructure implemented by the Ministry of Justice in Italy. Its implementation allows interaction between citizens, businesses and other national public agencies with the services provided by the Justice Administration (eJustics services) to take place in a secure, standard and consistent way.

eJustice is a key component for European competitiveness: Currently, issues relating to justice are usually subject to processes that lead to lengthy proceedings, and there is often interoperability between different national justice systems. These factors are major barriers to European integration and to the social and economic development of European countries.

Using the internet and making documents and information available on-line in a secure and user-friendly environment will improve the overall performance and efficiency of the procedures of the justice system.

eJPA can be considered a gateway through which a party (private or public, citizens or businesses) can interact electronically with Justice, dramatically reducing the time and costs needed to perform a specific task. For example, lawyers either directly or using intermediaries such as their Council of Lawyers' Associations ("Consiglio dell'Ordine degli Avvocati") can connect to eJPA anywhere and anytime, and can submit, query and retrieve legal documents, sentences and records of a trial.

Citizens can use eJPA services with confidence when message routing is needed to forward documents between different District Courts. Finally, eJPA can enable eCooperation with the Ministry of Interior for investigative purposes or with the Ministry of Finance for legal issues relating to tax registrations.

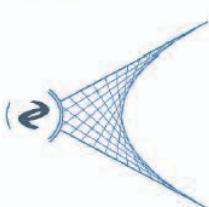
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http://www.giustizia.it/servizi_cittadino/eEurope_eJPA.htm

Irish Public Sector Procurement Portal www.etenders.gov.ie

As a central source, the Irish Public Sector Procurement Portal provides electronic access to all Irish public sector procurement opportunities advertised in the CJEC and in the national and local press as well as hosting opportunities made available directly through the site.



Objective

The objective of the Irish Public Sector Procurement Portal is to provide centralised access to calls for tender, Pre Information Notices, Contract Awards and to other currently open opportunities provided by the Irish public sector on a single internet site.

Services

The public sector procurement opportunities are published on the procurement portal on a daily basis following their advertisement in the CJEC and in national and local press. In addition to this, the site also hosts opportunities that are uploaded by public authorities.

An additional service of the Irish public procurement portal provides companies with links to other procurement-related sites, along with

information on the Awarding Authorities and also with news on procurement rules and procedures in general. The service of the Irish Procurement portal is free of charge both for the public and for the contracting authorities.

The companies interested in calls for tender can find the list of the tenders on the procurement web site together with a brief description of their content. The notices can enclose links for further information on the relevant notice, and many tender notices have accompanying tender documents available for download from the site. Companies have to register, and give basic details on their functioning only in case they want to download tender documents advertised on the site. The registration is simple and after this procedure the firms can download documents every time by only entering username and password.

Potential suppliers can search for business opportunities using the search engine.

The procurement portal offers the opportunity for Awarding Authorities within the Irish public sector to publish calls for tender on the procurement site directly. The Awarding Authority must register in order to be able to place a call for tender on the site. After registration they first send the document to be published to the site administrator for proof-reading and categorisation, and then a document is uploaded to the site.

Benefits:

The Irish Public Sector Procurement Portal provides companies with access to outstanding business opportunities.

Presently the combined annual expenditure on public sector goods and services is around € 8.8bn. The range of works, supplies and services is immense and as a consequence there are opportunities within this sector across a broad spectrum of business and industry.

The portal allows SMEs to access public tenders more easily, which is not only advantageous for these firms but also for the public sector buyers, as smaller companies provide a high level of flexibility, service and commitment.

The portal is especially beneficial for buyers, suppliers and other users as it acts as a 'one-stop shop' for all advertised procurement opportunities and other information relating to public procurement. It minimises advertisement costs and also much of the administrative burden associated with a traditional paper-based process, in the form of taking phone calls, distributing documentation etc.



Present-Future:

While continuing to display information and tender documentation on existing procurement opportunities, the portal is being developed on an ongoing basis to include additional functionality.

As the result of a recent development, every tender published with tender documentation on the eTenders site is assigned a unique password which gives Awarding Authority users online access to the details of the interested parties who have downloaded their documents, should they need to contact them for any reason.

Another planned enhancement, expected to be in place by early Spring 2002, is a facility to allow suppliers to submit tender responses online via the portal.

1.4. Why this study?

1.4.1. Initial objective

The Directors General of the EPAN wanted the Innovative Public Services group (IPSG), in close co-operation with the eGovernment group, to investigate the potential benefits of a co-operation with the DG Société de l'Information [General Directorate of the Information Society] of the European Commission, specifically for drawing up the new "eGovernment Good Practice Framework" ("eGovernment GPF") GPIS.

They wanted to understand if it would be possible, in the long term, to extend the use of the “eGovernment GPF” to good practices in public administration other than eGovernment, and under what conditions.



The Luxembourg Presidency of the Council of the European Council therefore asked Deloitte Consulting Luxembourg to help it in carrying out such an investigation. This study, started in mid-January 2005, was expected to last 4 months.

1.4.2. Updated objective

As the implementation work of the eGovernment GPF was only started at the end of 2004 (service provider Bearing Point), it has not been possible to work on its detailed specifications, or a fortiori on the finalised system.

On the initiative of Germany (on a mandate given to it by the IPSG group), a work session had been organised on 4 February 2005 with the DG Information Society, in the presence of Deloitte Consulting Luxembourg as an observer.

Because of the tight schedule of the “eGovernment GPF” project, the European Commission regretted not being able to contemplate, in the short term, an extensive investigation into the extension of the project in accordance with the wishes expressed by some members of the EPAN.

At the meeting of the IPSG group on 28 April 2005 in Luxembourg, the European Commission did, however, announce the possibility of starting discussions again in the sense requested from June 2005.

This study has therefore been repositioned on:

- an assessment of the requirements in terms of use and reuse of good practices, by involving the EPAN's two working groups (IPSG and eGovernment).
- a set of general recommendations, which convey, on the one hand, the expectations of the various persons (working groups) who made comments, and, on the other hand, a summary of the important elements to be considered when drawing up a GPIS (Deloitte Consulting Luxembourg's expert assessment and specific research).

These recommendations can be considered and developed by the EPAN in at least two ways:

- they allow its wishes to be notified with more accuracy and relevance in the discussions with the European Commission,
- they can be used to bring improvements in the method of operation of the EUPAN web site, which can be considered as the point of entry and support for access to the "good practices" and the information systems which manage them.

It is advisable to note that it would seem appropriate to benefit from the reflection process which had been created, following the German initiative in the first instance, and subsequently following the launching of this study.

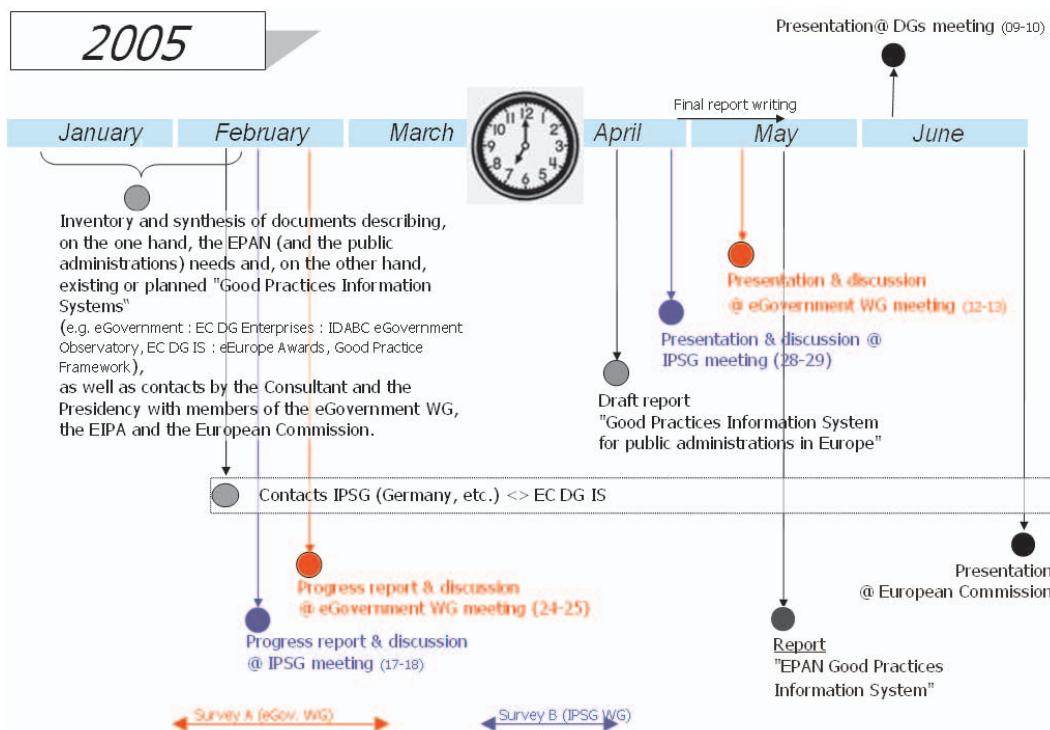
It must be perfectly clear that **the recommendations that follow do not specifically address the “eGovernment GPF”** but, on the contrary, they are meant to be the expression of a level of global expectation, which is valid whatever the GPIS may be. At this stage of the work, the prospect of the wider use of the “eGovernment GPF” for the EPAN is still a scenario on which it has not been possible to work.

1.5. Approach taken

This study has chosen to be hinged on 3 phases:

- I: analysis of the GPIS supply, especially on a European level. Fact sheets for each of the main GPISSs were written at the end of this phase.
- II: summary of the requirements and involvement of the respective IPSG and eGovernment working groups, by means of specialised questionnaires and meetings which took place in Luxembourg.
- III: drawing up the recommendations.

The following diagram marks out the main milestones of the schedule:



2. Presentation of the main GPISS

The main pieces of information emanating from a gathering of information conducted at the end of January 2005 on a set of representative GPISSs are included in the appendices of this report.

In the order of their presentation in the report appendix, these were:

	GPIS
I	IDABC eGovernment Observatory
II	eEurope Awards
III	eGovernment Good Practice Framework
IV	3QConference
V	CAF Resource Center
VI	eForum
VII	Beep Knowledge System
VIII	Database on good practices in Urban Management and Sustainability

The information sought was classified into four main categories:

Information code	Information family
1xxx	Identity and history
2xxx	Objectives
3xxx	Methods of operation
4xxx	Logistical aspects

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3. Activities of the EPAN's IPSG and eGovernment groups

 <p>Présidence luxembourgeoise du Conseil de l'Union européenne</p> <p>EPAN – IPSG working group</p> <p>25th of March 2005</p> <p>PREPARATORY SURVEY Good Practice Information System (GPIS) for the European Public Administration Network (EPAN)</p> <table border="1"><tr><td>Country</td><td><input type="text"/></td></tr><tr><td>Ministry or agency</td><td><input type="text"/></td></tr><tr><td>Office</td><td><input type="text"/></td></tr><tr><td>Web site</td><td><input type="text"/></td></tr><tr><td>Contact Person</td><td><input type="text"/></td></tr><tr><td>Name</td><td><input type="text"/></td></tr><tr><td>Address</td><td><input type="text"/></td></tr><tr><td>Telephone</td><td><input type="text"/></td></tr><tr><td>Fax</td><td><input type="text"/></td></tr><tr><td>Email</td><td><input type="text"/></td></tr></table> <p>Please fill out and send back before the 20th of April 2005 to: Deloitte Luxembourg Email: epan_gp@deloitte.lu (or, in case of trouble, dtheim@deloitte.lu)</p>	Country	<input type="text"/>	Ministry or agency	<input type="text"/>	Office	<input type="text"/>	Web site	<input type="text"/>	Contact Person	<input type="text"/>	Name	<input type="text"/>	Address	<input type="text"/>	Telephone	<input type="text"/>	Fax	<input type="text"/>	Email	<input type="text"/>	 <p>Présidence luxembourgeoise du Conseil de l'Union européenne</p> <p>EPAN – eGovernment working group</p> <p>20th of January 2005</p> <p>PREPARATORY SURVEY Good Practice Information System (GPIS) for the European Public Administration Network (EPAN)</p> <table border="1"><tr><td>Country</td><td><input type="text"/></td></tr><tr><td>Ministry or agency</td><td><input type="text"/></td></tr><tr><td>Office</td><td><input type="text"/></td></tr><tr><td>Web site</td><td><input type="text"/></td></tr><tr><td>Contact Person</td><td><input type="text"/></td></tr><tr><td>Name</td><td><input type="text"/></td></tr><tr><td>Address</td><td><input type="text"/></td></tr><tr><td>Telephone</td><td><input type="text"/></td></tr><tr><td>Fax</td><td><input type="text"/></td></tr><tr><td>Email</td><td><input type="text"/></td></tr></table> <p>Please fill out and send back before the 24th of February 2005 to "Deloitte Luxembourg" (see address on the page 5)</p>	Country	<input type="text"/>	Ministry or agency	<input type="text"/>	Office	<input type="text"/>	Web site	<input type="text"/>	Contact Person	<input type="text"/>	Name	<input type="text"/>	Address	<input type="text"/>	Telephone	<input type="text"/>	Fax	<input type="text"/>	Email	<input type="text"/>
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Questionnaire B
IPSG working group

Questionnaire A
eGovernment working group

3.1. Activities of the EPAN's Innovative Public Services group (IPSG)

3.1.1. Contacts with the European Commission

As described in the previous section, following Germany's initiative, contacts were made with the DG Information Society of the European Commission, the promoter and owner of the "eGovernment GPF" ("eGovernment Good Practice Framework") GPIS currently being implemented.

These contacts allowed Germany to present, at the start of 2005, the desired collaboration approach, and the possible capitalisation approach, based on the "eGovernment GPF".

However, the European Commission recently indicated that any taking account of synergies could only be discussed, and a fortiori contemplated, at the earliest from the month of June 2005.

This initiative is still topical, with its possible concrete advances only being put back in time. The IPSG working group has identified a group of countries wanting to be involved more specifically in continuing the examination of this synergy; they are Germany, Luxembourg, Holland, Slovenia, the United Kingdom and the EFQM.

At this stage of the work the issue of the relevance, or not, of widening the scope of the good practices of the “eGovernment GPF” to situations other than eGovernment is still to be dealt with.

The German initiative is clearly positioned in a rationale of a positive response to this issue. Based on voluntarism, displayed at the highest level, of sharing and reuse of the good practices, our feeling is that

- confining yourself to strictly typical eGovernment good practices would effectively be simplistic,
- reacting quickly to the expectations of public administrations is more urgent than starting long studies.

Nevertheless, we want to qualify our opinion.

Tactical clarification

- The parallel, at least as perceived by the majority of civil servants, and it is this that counts in this case, which is made between eGovernment and computing is so strong that as soon as a good practice makes use of the IT tool, however small it may be, it could be considered as being a matter for eGovernment. This is clearly making an excessive assimilation but it is undoubtedly a common error. The "eGovernment" is not therefore so restricting.
- The focus on the "Approach" type good practices, for which we hope and pray (see section 4), naturally frees itself from the "eGovernment" limitation. Re-examining a strictly "eGovernment" good practice to take from it the teachings in a different area would already be an honourable success.

Strategic clarification

- Even if the concern for swiftness is honourable, we stress in the preamble to our recommendations (see section 4) that the current level of knowledge of users' requirements is too low. The dogmatic position by which these needs shall become more refined with the emergence of an ideal solution is still, in our eyes, debatable.
- Let us assume that such a co-operation may be contemplated, which we can only welcome, it should firstly undergo the assertion of an undertaking on the duration and sharing of common political orientations. The durability of such a synergy, decided firstly at the highest level, by authorities having a formal mandate (which the EPAN working groups do not have), is at this price.

3.1.2. Questionnaire B

A questionnaire specific to this working group (11 questions, 8 pages, in English) was sent at the end of March 2005 by Mr Guy Wagener, Chairman of the IPSG working group, to all of his colleagues. The decision to set up this questionnaire was taken at the end of the working group meeting of 17 February 2005 in Luxembourg. The questionnaire was drawn up jointly by Germany and Luxembourg.

This questionnaire is included in the appendices of this report.

It attempted, in particular, to determine:

- the main criteria used to assess the intrinsic quality of these GPISS
- the possible voluntarism of the different countries for a marked co-operation with a unifying GPIS on a European scale
- the financial capacity that the various countries would be prepared to devote to this type of effort, both in the implementation of the GPISS and in the right of use.
- etc.

10 answers have been received to date, coming from different countries.

3.2. Activities of the EPAN's eGovernment group

3.2.1. Questionnaire A

An initial questionnaire (9 questions, 16 pages, in English) had been sent at the end of January 2005 by Mr Ralph Letsch, Chairman of the eGovernment working group, to all of his group colleagues.

This questionnaire appears as an appendix of this report.

It attempted, in particular, to determine:

- the awareness of the main GPISS
- the main criteria used to assess the intrinsic quality of these GPISS
- the perception by the users of the profusion of GPISS
- etc.

17 answers have been received, coming from different countries.

3.2.2. Interim summary

An interim document, describing the main elements arising out of the different replies, was written and then sent to the various persons asked.

This interim document can be referred to as in an appendix of this report.

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4. Recommendations

4.1. Preamble

This section presents **ideal suggestions**, but some will say that they are idealistic.

This involves orientations:

- written from an **outsider's view** of public administrations,
- which are based on the various **responses received** (see Questionnaires), the **research carried out in January 2005** and finally the **contributions** received at the various **meetings**,
- which voluntarily **disregard implementation difficulties**. What is important at this stage is to investigate the areas of improvement as widely as possible. The confrontation with the "real world" will come later (see section 5: Conclusions).

These recommendations are not from a perspective of widened use of the "eGovernment GPF" of the DG SI for the EPAN. More precisely, they may be used, in the long run, in such a perspective. At this stage, as the "eGovernment GPF" could not be analysed more beforehand, they suggest general orientations which are meant to be valid in a much more generic manner.

Warning:

Some recommendations are pointless for some GPISSs. Although the main part of the suggestions is valid in a quite general manner, denying some real advances would be to show bad faith. Moreover some GPISSs, like for example the "eGovernment Observatory", have a history of several years and have not waited for this study to start actions (surveys) with their audience, in order to optimise their GPISS.

4.2. Choosing the right level to pitch the discussion

Before even going into detailed discussions, this "investigation" has highlighted a **clear need to clarify and validate the demand** which the main GPISSs should meet. In concrete terms, rather than pitching the discussion in terms of potential co-operation with the "eGovernment" of the European Commission, which remains a natural and legitimate concern, but which it has not been possible to analyse here, a general message that has been passed on to us concerns the **issue of the actual acuteness of the demand for such systems**.

Many people indicated that, before proposing a way to meet an assumed latent need, it would be more relevant to:

- re-examine this need (good practices and/or practices?),
- to identify precisely the categories of potential users
- and to enquire about the manner in which they would like to have access to the information (the search engine is only one way among others), especially by better integrating their daily constraints (how to easily formulate a question, especially in one's own language, how to obtain a first set of answers very quickly, etc.).

Once again this in no way questions the good grounds for a possible co-operation, but pitches the discussion on a more basic level: "*it is more important to know who wants to have practices, why and with what limitations than to firstly decide how you expect to carry out that service*".

At the same time, it would be logical to consider that it is more important for the optimisation of the operation of public administrations to identify the priority questions (for example: how do you train old civil servants? How do you justify a service? How do you select what is not necessarily a matter for the public service domain and would it be appropriate to subcontract? etc.) than to look to propose a "Bible" of answers which it is not certain that the user will need and will be able to interpret to his/her benefit.

In 2005, it must be noted that the typology of the user of good practices, his/her level of recourse to the GPIs, his/her actual level of satisfaction and finally the exact added value gained from the reuse of good practices are still unknown factors.

THE VOLUNTARISM DISPLAYED, WITH REGARD TO THE AVAILABILITY OF GOOD PRACTICES, CAN NO LONGER TAKE THE PLACE OF A SINGLE POLITICAL ORIENTATION: **UNDERSTANDING WHO ARE THE USERS, WHAT ARE THEIR NEEDS AND HOW THEY WOULD MAKE USE OF THE "GOOD PRACTICE"** IS HENCEFORTH IMPERATIVE. THE INTELLECTUAL BUBBLING OF THE BEGINNINGS MUST LEAVE ROOM FOR AN ACTION FOR INDISPUTABLE ADDED VALUE.

4.3. Considering the number of existing systems

At the moment the main GPIs are rather specialised by area, like for example the "eGovernment GPF" of the DG SI which concentrates on the good practices relating to "eGovernment", or even by sector of activity, like the "Good Practice System on urban management and sustainability".

This phenomenon is understandable, by a legitimate concern for expert assessment. It contributes, however, to the phenomenon of dispersion and profusion of the GPIs.

For the end user, this specialisation can, in some cases, seem artificial and unproductive. In fact, when a public administration looks for elements of comparison, for assessment with a view to an approach, and has no preconceived ideas of the solution to be adopted, considering only the computing point of view ("eGovernment") is very simplistic.

From the point of view of the GPISs themselves, if you accept the parallel between the implementation of good practices and the capitalisation of "good sense", a **loss of energy** in the different receptacles can be regretted (especially on the classification facilities, and the means of extracting the information, and we will speak about this again), while the information contained is of a similar nature, although being a matter for different areas.

At the end of this study, our opinion is that influencing the number of existing GPIS would be a titanic undertaking, the cost and duration of which could not possibly be compared with the extent of the accessible results. If it is reasonable not to want to start new GPIS any longer, it seems to us **utopian to think that you may seriously end up combining some GPIS.**

Without denying the imminently rational character of such an ambition, we think that the **convergence of the systems**, based on **common fundamentals**, like, for example, the description structure of a good practice, and the setting up of **intelligent bridges** (common or global referencing systems or those in respect of the practices themselves) constitute a response that is pragmatic, imperfect certainly, but which presents a reasonable chance of succeeding.

In addition we note that some initiatives, which were promising, did not have the chance to find their cruising speed and their public and are henceforth "dead shells". As this statement does not fail to put doubt in the mind of the users, it seems to us to be more appropriate to tidy up the landscape, by effectively limiting it to some dominating systems, without, however, deluding oneself in worshipping a possible omniscient Holy Grail.

We would stress the fact that we **are not, above all**, arguing for the creation of additional GPISs: there are currently easily enough systems to lead to a combination of systems which finally meet the expectations of users. To create any new ones would only add confusion and waste.

4.4. For whom are these recommendations meant?

The EPAN's working groups act within an **informal work structure**. They can only note various observations and identify such-and-such improvement option that would seem relevant.

These "recommendations" are to be considered in this spirit, of strength of proposition.

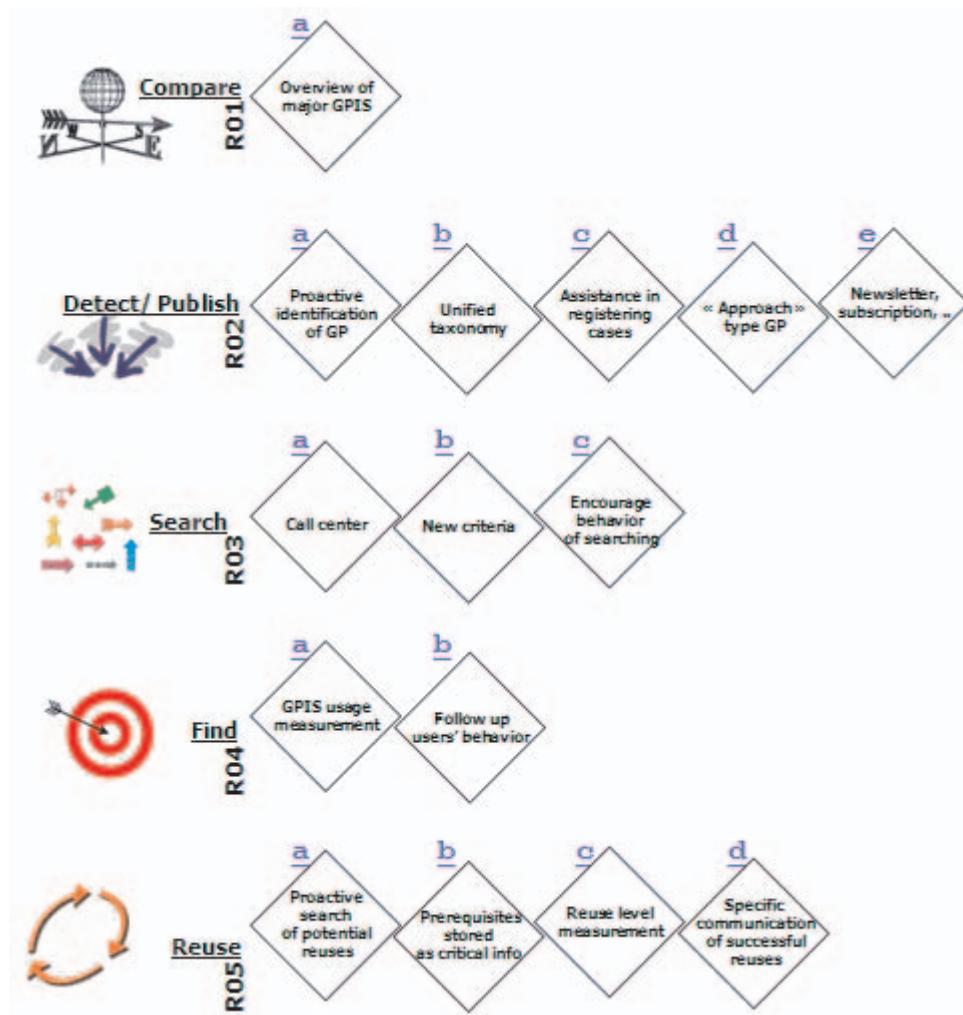
They are meant for the Directors General of the EPAN, who may choose to use them as they wish, in accordance with their priorities of the time. In concrete terms they may be used for a more detailed analysis of the potential co-operation with the "eGovernment GPF", a co-operation which is still topical, or even with a view to bringing improvements to the EUPAN web site, or finally, on an individual basis, in their respective countries, to optimise the operation of different GPIS for which they are responsible.

4.5. Details of the recommendations

The diagram below gives a general view of the various recommendations proposed.

They are presented according to **five themes**, which follow approximately the life cycle of a good practice, from its genesis to its reuse.

Some aspects, like, for example, the validation of good practices, have not been the subject of specific recommendations. This study does not claim an exhaustiveness of ideas.





Comparing ...

R01-a

A COMPLETE PRESENTATION OF THE MAIN GPISS SHOULD BE MADE AVAILABLE TO EVERYONE AND UPDATED ON AN ANNUAL BASIS.

This task seems to us to be especially reasonable, and relevant, since the main systems are not many in number (ten or so if you only include the most well-known ones) and they are, however, barely in "competition" with each other. More precisely, they are not used in a rationale of complementarity, with the word competition having an unfortunate meaning here.

Most often, users confine themselves to the use of just one (out of custom and for simplicity's sake) while, as opposed to the Internet, the variety of search systems can be synonymous here with a source of richness since each of these systems holds on jealously to its treasures.

We also note that the GPIS supply is not very homogenous. In comparison with some systems which are veritable databases, with or without a sophisticated mechanism for recording the practices, there are more basic systems which can only be simple web sites.

We think that making a veritable presentation available would help to bring such differences to the fore, and over the long term would help in the natural emergence of veritable champions, then being perhaps alone in contention.

By way of illustration, in terms of workload, we estimate that the analysis and writing part should not be more than about fifty person days annually, at least for the first two years. This workload would then settle down to a more modest level (about thirty person days). We are doing an abstraction here of the hosting and broadcasting costs.

The EUPAN web site would also seem to us to be a natural vector, among other avenues, for making such a presentation available. The task of this web site is as an entry point for public administrations. What is more natural for such a large portal than to present the supply to which it gives access?



Discovering / Publishing ...

R02-a

SEARCHING FOR AND DETECTING GOOD PRACTICES PROACTIVELY

Since the volumes of catalogues of good practices are, after all, relatively limited (at the very most some hundreds of good practices by considering all of the GPISs in their entirety), we would comment that:

- the actual number of projects (successes and failures together) carried out by public administrations on all levels clearly bears no comparison with this subset
- nothing in the culture and the traditional activity of public administrations spontaneously encourages filing a good practice. Even competitions such as the eEurope Awards only affect an informed population and above all will only distinguish the very top prize winners with honours.

If you add to these statements the **undeniable difficulty of correctly declaring a good practice**, which is only going to go on growing (number of pieces of information required, etc.), we well and truly note a **gap between the keenness of the demand and the modesty of the supply**.

So that this gap is not irreversible, we think that co-ordinated actions, initiated centrally, are essential.

An obvious immediate action would be **to stress the function of detection** (and no longer just passive hosting) of good practices, either for each of the main GPISs, or by making a particular GPIS responsible for this **thankless and not very visible work of collecting**. This assumes a strong political will and close co-operation between the systems more particularly involved with the dissemination of the information and others focused on its capture.

A critical aspect of this recommendation would be **its contribution to direct exchanges** between public administrations and between persons. We believe strongly in the need to create a **network** of a **“Practices Community”** type, in which would be found all of those who voluntarily want to exchange their knowledge to resolve similar problems.

This type of network, which could be used both in detection and reuse (see recommendation R05-a), would clearly illustrate the **pre-eminence of the human factor** in the success of the dissemination and development operations. Without denying the very positive contribution of technology, stressed in some recommendations, we think that direct contacts between persons, flouting cultural barriers, should absolutely be favoured.

In the absence of **real liaison staff**, voluntary and motivated, the good practices would risk remaining a dead letter for a long time.

R02-b

IT WOULD SEEM APPROPRIATE TO US TO DEFINE A **UNIFIED TAXONOMY** FOR THE DESCRIPTION OF THE (GOOD) PRACTICES.

Such a taxonomy would be nothing other than a **set of** duly standardised (identification, mandatory nature or not, list of values) **elementary attributes** (date of implementation, financial gains, ...) on which the different countries would be in agreement once and for all to describe each practice. The advantages of such taxonomy would be numerous:

- it would, of course, allow the importance that public administrations attach to certain key mandatory elements to be stressed: the prerequisites to the implementation of a good practice are only an example and it is a good bet that once the discussion is started, with the help of some representative users, some relevant elementary attributes, in a context of reuse, would be brought to the fore.
- it would simplify the multiple recording of the same practice from a single declaration formatted in an appropriate manner. It is clear that, in the long term, only recording a practice once and making reference to it elsewhere (links) would be even more rational but this is now still largely an unrealistic objective and a pious hope.
- it would facilitate the users becoming acquainted with it, especially in terms of navigating between different GPISs.
- it would therefore, quite obviously, encourage going from one GPIS to another and therefore to a “zapper” behaviour, beneficial and thus to be favoured.
- it would underline the will of the public administrations, on a European scale, to behave like a single consistent player with the ability to standardise and to support the transformation. It would also clearly show that the drawing up of ambitious but practical standards is not the privilege of the private sector, following in that regard the framework for the interoperability of systems (exact reference: ‘*European Interoperability Framework for pan-European eGovernment Services*’) for example.
- etc.

We note that the relevance of such an approach clearly appeared in the past, in different countries or working groups, since the attempt to draw up such a reference system has already been, if not formally started, at least sketched out.

Thus, the IPSG working group document "*Framework for identification of best practices*" *Appendix 10*, published during the Dutch presidency in 2004, provides an interesting work basis.

The favoured storage structure on the www.3qconference.org site also seemed to us to be a possible starting point, just like the one recently proposed on the www.e-europeawards.org site; this will certainly be of worth for the "eGovernment GPF".

We cannot, however, ignore the strong political involvement needed for such work, which is why we consider that a **central authority**, in which the EPAN's Innovative Public Services working group could logically contribute, should be implemented.

If you make a parallel with the financial world, we note that the latter has ended up conceiving a complex “language”, XBRL (unified reporting language for financial bodies). The advantages of this are now obvious: greater ease of exchange of information, harmonisation (convergence initially) of the regulatory reporting and of the internal reporting (parent company), clarification of concepts exchanged, etc.

This type of successful outcome should be able to be transposed into the world of public administration. A taxonomy, which could, by analogy, be baptised **XGPRL**, would see the light of day, thereby following the “good practice” of the financial world.

We anticipate that the summary effort to describe this taxonomy would not compare with the considerable effort required to create XBRL. In addition, the information stored in the different GPISSs are today relatively homogenous (in substance) but stored differently (in form). A possible reformatting work, supposing that it is relevant (obsolete data?) would undoubtedly not be disproportionate, even if it means reworking the current bases.

To conclude this aspect of standardisation, it is good to stress that it does not stop at the content of the description of the good practices. The container also, i.e. in particular **the information processing tool** which is used to declare the good practices, must be standardised and used in accordance with the recommendations decreed on a European scale. It would be too infuriating to waste unnecessary effort on logistical aspects when the channel of transfer of information is still in its infancy.

R02-c

IT WOULD BE LOGICAL TO OBTAIN ASSISTANCE TO HELP IN THE RECORDING OF GOOD PRACTICES

Another action, already pointed out, and partly in use for some GPISSs, is to **significantly strengthen the editorial teams**, so as to make the recording work, and the subsequent updating work, less disadvantageous for administrations wanting to declare their good practices.

R02-d

EMPHASIS MUST BE PUT ON THE SHARING OF “APPROACH” TYPE GOOD PRACTICES.

The reasons for such special treatment are as follows:

- it involves good practices that are the **least pronounced culturally** and therefore the easiest to transpose from one country to another, and from one administration to another
- it involves **the most “front end”** good practices of a process since they are situated immediately at the source of any reflection.
- more than any others, these good practices can be analysed as simple practices (good or not) which have the merit of reviewing a set of options (presentation) and explaining the decisions relating to each option. An audacious, and even very arrogant parallel would be to compare such practices to **putting “good sense” into an equation, which is clearly impossible**. Without exaggerating, it can be said that it involves the quintessence of good practice.
- in short whether the approach presented is appropriate or not, good or not so good, the process of drawing it up is at least formative and **brings responses** which are healthy. The variety of approaches is the first evidence of their relevance. This last point is in contradiction with an expectation expressed by various persons contacted in this study, who attach considerable importance to the **freshness of the information**. We take note of this tendency but want to revitalise it and to differentiate ourselves from it.

In the rationale of the recommendation concerning the full presentation of the GPISSs (R01-a), we note that it is very different for a GPIS to present approach type good practices, with rather a high level of detail, or to present instead a general view of practices, in different countries, with a limited level of detail. This distinction, among others, should clearly emerge from the presentation of the GPISSs.

R02-e

THE DISSEMINATION OF INFORMATION ON THE INITIATIVE OF THE GPIS (E.G. NEWSLETTER) SHOULD BE ENCOURAGED

This is an option whereby a GPIS regularly distributes a piece of information to "its" users in which it describes news in respect of good practices.

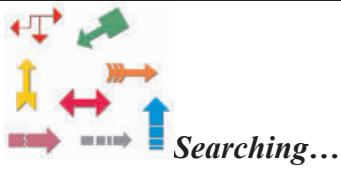
This way of proceeding is nothing new in the world of GPISSs.

It has various advantages:

- information made available without the need for a request to be made
- knowledge, actual or approximate, of the users, or at the very least of their number.

On the other hand, even though **we recommend its use**, we also want to **revitalise** the contribution of this mechanism.

- in current professional activity, we are faced with an intrusive stream of emails. This supply of information becomes so sizeable that it is important to be able to channel it. We fear that the dissemination of the information by this channel will not be of benefit, quite simply because the user will not even (or any longer) read the message. The dissemination of information in this way should therefore support a filtering (according to the subject matters, the type of issuing administration) which would allow the user to describe precisely his/her centres of interest.
- it would be necessary to make the GPIS manager responsible. Generating hundreds of messages is easy, and not very costly. To set up a more sophisticated channel, consisting, for example, of organising a true monitoring of the use made of the information, would be far more ambitious, but also more rational
- finally we reaffirm once again the need for direct contacts, between persons: these automatic mechanisms are, on the contrary, the concern of a method of working in total autocracy.



R03-a

THE SOLUTION BASED ON A CALL CENTRE (TELEPHONE/MESSAGING SERVICE) COULD PROBABLY PROVIDE A MORE APPROPRIATE, AND MORE FLEXIBLE, ANSWER

Use of a human intelligence to deal with requests could prove to be an effective method in many situations:

- to quickly identify **the consistent types of needs not addressed**, and taken more as a whole to summarise the gaps of the systems (search functions, catalogues, etc.) very quickly
- **to immediately provide an estimate** (subjective, certainly) of the response capacity of such-and-such GPIS with regard to a demand
- **to know the categories of users better**, and their concerns of the time (why are they searching? How have they come to this call centre? How urgent is it? etc.)
- to respond better to the demands, the diversity of which is now badly controlled. For example: need for knowledge of a presentation of European practices, in a specific field, but with no vocation of reuse.

These call centres could be devised:

- centrally, as a unifier of several GPISS; the difficulty here would be identifying what GPISS would agree to unify their point of entry in this way
- GPIS by GPIS.

Whatever may be the situation chosen, they will require staff resources, which are obviously costly, but easily adaptable to the load noted, and above all a vector for spreading the “good practice” culture within public administrations (word of mouth).

R03-b

THE CLASSIFICATION OF THE PRACTICES IN THE GPISS SHOULD ALLOW A SEARCH IN ACCORDANCE WITH THE CRITERIA CLOSEST TO THE CONCERNS OF THE USERS.

The traditional classification by sectors (education, transportation, health, etc.) is natural but not necessarily appropriate (probably too limitative). The level of abstraction of the need makes recourse to new criteria relevant:

- **1st criterion:** **type of problems**. By way of illustration:
 - reduction of costs
 - transfer of knowledge between population of civil servants
 - geographic distancing or dispersion
 - level of training of the untrained civil servants
 - etc.
- **2nd criterion:** **type of use sought** by the user. Among these typologies, we can cite, by way of illustration:
 - references to justify an action ("that has already been done here...")
 - gross figures (*costs, gains, durations, ...*) for making up a file
 - ideas and suggestions to optimise a management
 - transposition conditions to validate the relevance of copying
 - examples of causes for failures in order to make those involved in the future better aware and in order to develop actions for management of the appropriate risks
 - etc.

It should be noted that some GPISSs have already developed in this direction.

R03-c

A GENUINE INCENTIVE TO SEARCH FOR GOOD PRACTICES SHOULD BE ENCOURAGED FROM THE HIGHEST LEVEL

The information contained in the different GPISSs will normally be highly developable. So that this pool of information does not remain unused, the different public administrations must also be convinced of the relevance of such an approach.

Convincing the administrations, on all levels, is an arduous task. Forcing them to carry out a search, even a brief one, for good practices when a project is submitted could, on the other hand, be quite easily implemented. This would allow:

- various reuse situations to be detected (this is not necessarily the primary objective but this option must not be denigrated)
- the easily accessible pool of experiences to be made aware of
- the identification, if applicable, of a set of concrete obstacles, which occur when the administrations undertake this type of search, especially against their initial will.

Since, more and more, the major projects have to go through control authorities, responsible for validating the relevance of the objectives and the quality of the level of preparation (still a good practice which tends to be scattered), it would become quite simple to introduce this type of obligation, whether this be on a regional, national, or even European level.

Beyond the coercive aspect, which has its limits, we also think that a well conducted exemplarity, especially coming from the highest levels of authority, would contribute greatly to having this method of co-operative operation accepted.

In relation to...	Explanation
R05-d	The voluntarist communication on successful reuses will largely contribute to creating an open state of mind



Finding...

R04-a

THE EFFECTIVE USE OF EACH GPIS SHOULD BE MEASURABLE AND TAILOR-MADE.

This use would be split into different elementary pieces of information:

- audience (categories of users?)
- reliability (method of use? Frequent or occasional?)
- needs (users' centres of interest, types of information required (references, figures, contact name, etc.)?)
- requirements (assessment criteria for the users?)
- etc.

The actual demand, and the population of users (in number and in variety) should at least be established and demonstrable for each of the big GPISSs.

The logic "*I publish therefore I am*", typical of the world of research, is no longer enough to justify the durability of systems which individually have a reasonable operating cost (relatively speaking) but whose accumulated expense is nonetheless significant.

Establishing all or part of the **operating grants** on the level of audience, and especially the quality of the audience, clearly seems to us an ambitious undertaking (measuring authority? Measurement of the quality? Rules for employer's contributions? etc.) as well as a risky one (pernicious effects?) but would still, in substance, be a desirable philosophy.

R04-b

A PRECISE AND CAREFUL MONITORING OF THE BEHAVIOUR OF THE USERS SHOULD BE IMPLEMENTED.

In very practical terms, **the number of responses provided** with regard to a question seems to us to be a particularly conclusive element to judge:

- the ability of a user to be able to describe his/her need
- the ability of a GPIS to produce a usable list (neither too big nor too small).

Secondly, **the examination of the use made** (access or not) of the documents offered helps to situate the level of quality perceived, and particularly the minimum level of satisfaction of the user.

When the responses provided are very few, or non-existent, or the user does not even consult them, it would be logical to imagine that the GPIS has a fault in its directory, or in that case that the information offered is deemed inadequate or obsolete.

In short, the way in which the users question the systems, the ability to "properly" formulate their request, the types of frequent requests, the use made (or not made) of the documents made available is as much relevant information, taken as a whole, which could help to adapt the GPISS to the request.

More audacious still, the sharing of this information between the different GPISS would possibly allow the identification of the optimisations of ability to respond, with a particular GPIS being, for example, flooded with requests on which a different GPIS would be more specialised and in a better position to respond. The difficulty would be in determining **who will inspire, or force, such virtuous exchanges**.

The implementation of all of these techniques is not necessarily in the scope of all of the GPISS. Technical and legal obstacles (protection of private life, for example) can also crop up.



Reusing...

R05-a

PROACTIVELY IDENTIFYING OPPORTUNITIES FOR REUSE

We imagine that, even with the best possible communication campaigns, public administrations will not naturally and systematically have the instinct to consult the GPISSs each time that this could be appropriate.

This leads us to devise a more proactive approach to identify, in a voluntarist manner, potential situations for reusing good practices.

The identification of "guinea pigs" could be entrusted to a **European entity**, for example evolving in the university world (this would be a good example of moving from theory to practice), having easy and full access, on the one hand, to all of the good practices, and, on the other, to the exhaustive lists of all of the public administrations, from the smallest to the largest.

Starting this research work obviously consequently presupposes **resources** for an entity that could be called an “Agency for facilitating transpositions of good practices” following the example of some “Research development agencies” which exist nationally.

In return, a precise measure:

- of the potential transposition of the good practices,
- of the difficulties (assumed and actual) of transposition,
- of the actual will of public administrations to transpose a good practice,
- of the effective rate and the gain obtained via these transpositions

would then be accessible. We consider that the importance of such an objective is indeed worthy of this type of effort.

R05-b

THE PRECONDITIONS FOR THE REUSE OF A GOOD PRACTICE SHOULD BE INCLUDED IN THE DESCRIPTION OF EACH PRACTICE.

This systematic contribution would be done, if possible, with an assessment (level of universality, variants, intrinsic difficulties, etc.) allowing the condition to be better understood.

We note that publishing a good practice without having carried out the intellectual exercise of **isolating from it the various prerequisites** amounts to denying the transposition potential of that good practice, and therefore is a vain effort. No-one is better placed than the person who declares a good practice to note all of the conditions that allowed a successful genesis.

It goes without saying that this complicates even more the declaration exercise, the difficulty of which is perhaps a brake on a genuine rise in power of the GPISSs, and it would also be appropriate **especially not to underestimate the support work** required to record these good practices. In concrete terms, this means that **full-time, trained, available and consequently well-proportioned editorial teams** should be provided for the operation of each GPIS.

This is clearly a large part of the cost of such systems, and it is also a resource that is often difficult to free up, but in our opinion, this effort is more decisive than the best of the search systems, even if we agree on their importance.

We would finally stress the critical nature of the point of contact, capable of recording the implementation, original or reuse, of a good practice. A **direct human contact** is often worth more than all of the descriptions to put the issues, the activities and the successes into their context. Furthermore, that increases the standing of the person who describes “his/her” good practice and may only encourage him/her, subsequently, to favour this type of behaviour (“word of mouth”)

In relation to...	Explanation
R02-b	The prerequisites, possibly standardised (financial aspects, human resource aspects, aspects regarding infrastructure, etc.) would be an ideal candidate in a perspective of standardisation.
R05-c	Reuse can only be envisaged if the preconditions have been correctly described.

R05-c

THE RATE OF REUSE OF THE GOOD PRACTICES, AND THE LEVEL OF RELEVANCE (WHAT GAIN? WHAT DIFFICULTIES? WHAT LIMITS?) OF THESE REUSES MUST ALSO BE MONITORED WITHIN EACH GPIS.

Publishing the good practices is not an end in itself. That should not exempt the person publishing from checking, and, if necessary, improving the intrinsic capacity of reuse of each good practice.

The specific positive or negative situations of reuse of good practices should be included in the description of the practices.

We consider that attempts, even aborted very quickly, and even unsuccessful ones (especially the unsuccessful ones!) of reuse of good practices should be seen as information of the utmost value by the different systems.

The keeping of this information would therefore be more of a duty than a latitude. We think that, if necessary, **financial incentives** should be considered to encourage this responsible behaviour or that at least the extension of grants allocated to a GPIS should **take account of its ability to address this essential concern**.

R05-d

THE SUCCESSFUL REUSE OF GOOD PRACTICES SHOULD BE SUBJECT TO A **SPECIFIC COMMUNICATION**.

We consider that this is the best way for the different GPISSs to be known about, to justify their existence, but also to encourage users to supply them with practices.

We would stress the **potential diversity of the behaviours** of the different categories of users. This **diversity of expectations** must be continuously taken into account and addressed by the different systems:

- the user looking for a precise answer to a very specific question (full, immediate reuse but in a limited area)
- the user who only wants to immerse him/herself in a context (such-and-such project, such-and-such ambition) and only intends to reuse the key questions (very wide reuse, over the period)
- the user who wants to transpose a good practice identity. Quite frankly, we can hardly think of many situations of this type. This is not, however, a reason not to take them into account.

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5. Conclusions

This section provides a practical clarification on the theoretical vision of the “Recommendations” section. The objective is to provide an assessment on:

- the actual feasibility,
- the respective priority,
- and primarily a possible role for the EPAN

with regard to the recommendations presented previously.

5.1. Actions for the EPAN

The analysis of the different recommendations has allowed us to bring to the fore four major recommendations in which the EPAN could play an active and critical role. These are:

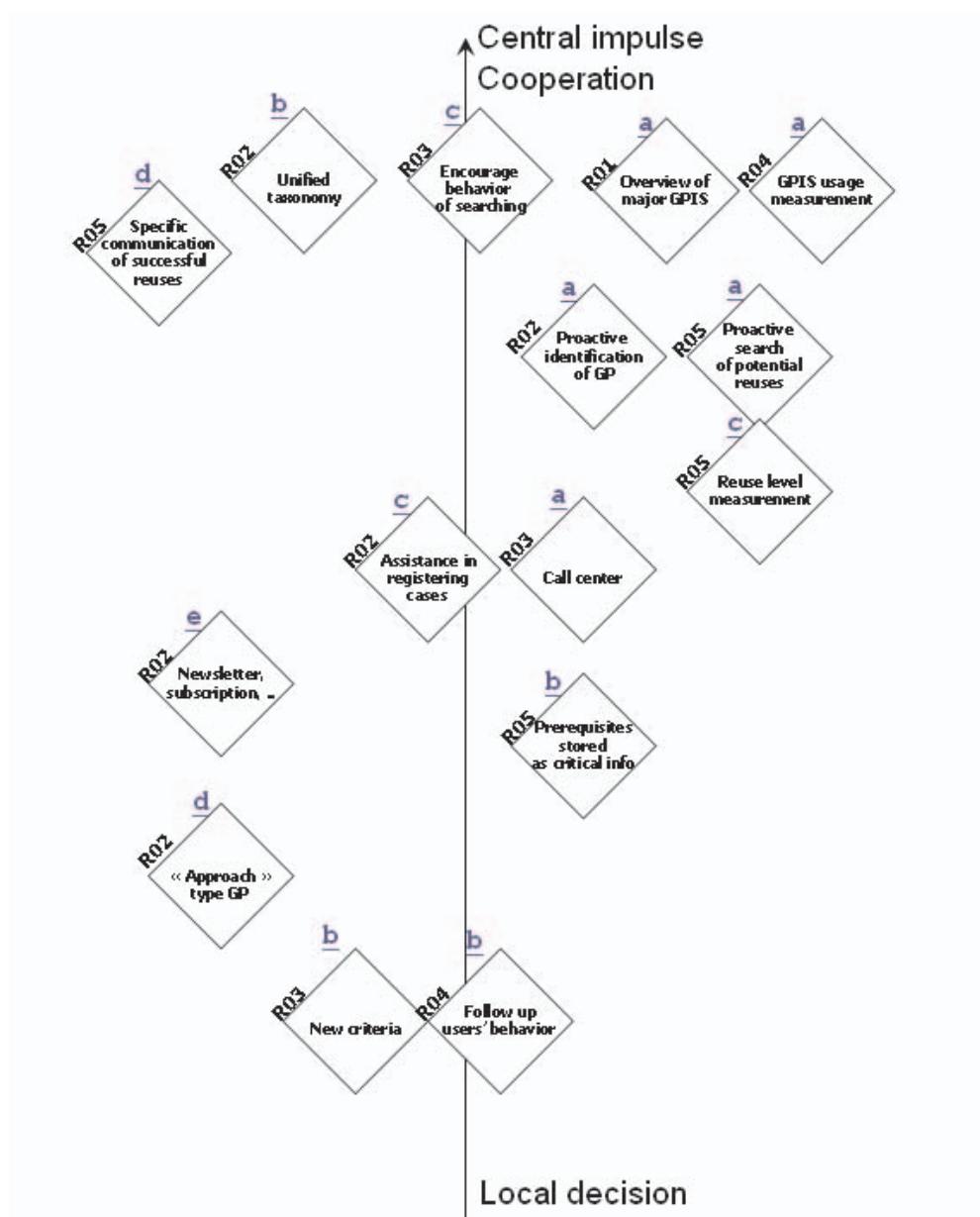
Ref.	Entitled
R01-a	Full presentation of the main GPISS
R02-b	Unified taxonomy to describe the good practices
R03-c	Encouragement to search for good practices
R05-d	<p>Specific communication on the successful reuses.</p> <p>NB: For this last recommendation, the difficulty, which remains, is identifying the situations of reuse. Our feeling, which is still to be confirmed, is that the EPAN, armed with its network and its contacts within the multiple public administrations, is better placed than anyone to take up such a challenge.</p> <p>Whatever may be the outcome of such an action, we would comment that the results, even supposing that they are disappointing in terms of volume and gains, will not fail to bring a welcome clarification on the actual level of reuse in 2005. In this regard, we consider this recommendation as legitimate for the EPAN.</p>

5.2. Level of impetus

The following diagram suggests a positioning of the main recommendations according to the level of impetus and of co-operation required:

- upper part:
strong co-operation and impetus on the highest European level are required
- middle part:
relative autonomy of the GPISs but need for dialogue with their users
- lower part:
total autocracy, unilateral, transparent decision in the GPIS.

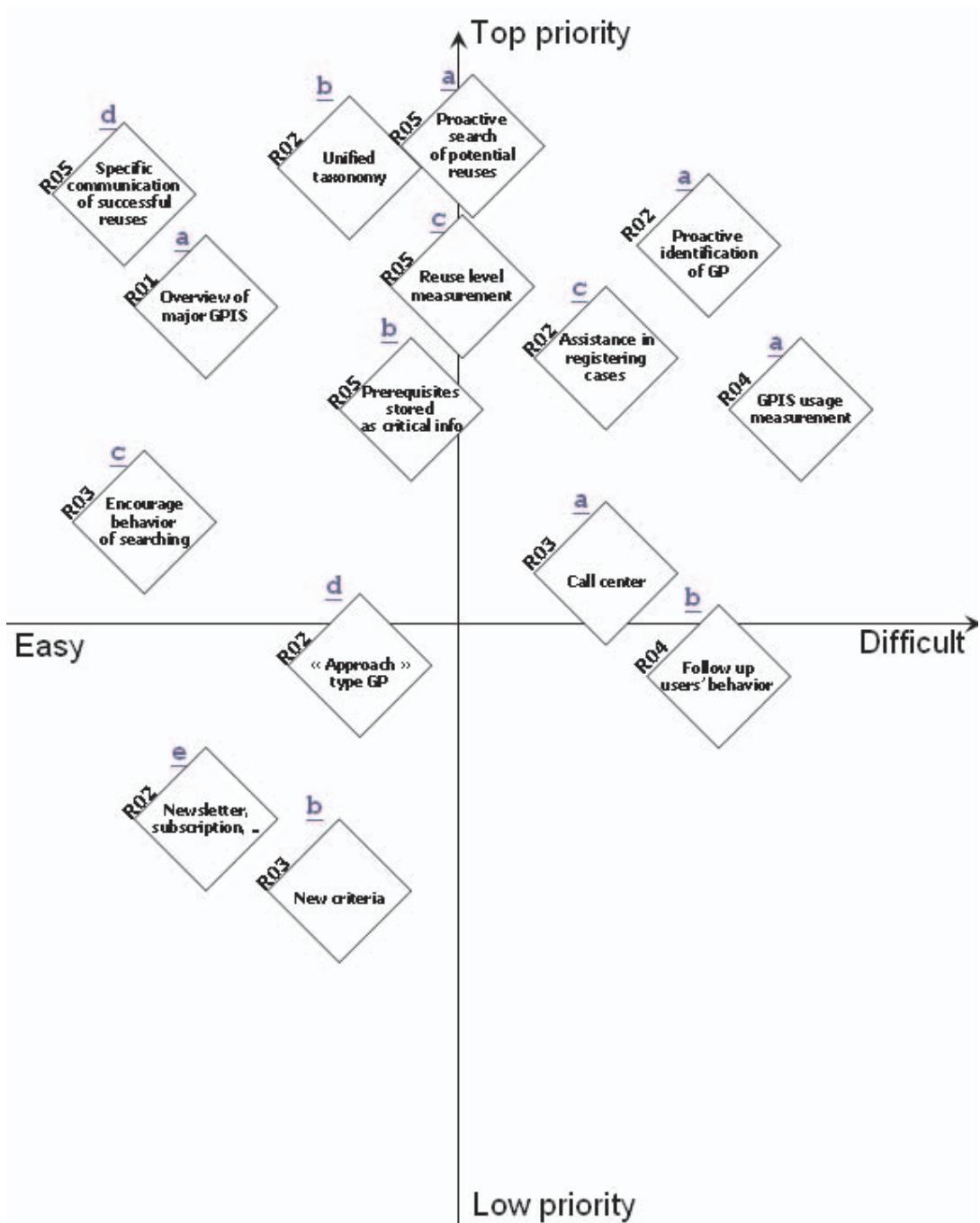
The lateral positioning (left/right) is not significant.



5.3. Priorities

The following diagram includes the main recommendations by proposing an estimate of:

- their relevant importance (primary ... secondary)
- their ease of implementation (easy ... difficult).



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Appendices

- Appendix 1: IPSG working group – Questionnaire B
- Appendix 2: eGovernment working group – Questionnaire A
- Appendix 3: eGovernment working group – Interim summary
- Appendix 4: Presentation of the main GPISs

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Appendix 1: IPSG working group – Questionnaire B

The questionnaire (8 pages) is in English.

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*Présidence luxembourgeoise
du Conseil de l'Union européenne*

EPAN – IPSG working group

25th of March 2005

PREPARATORY SURVEY

Good Practice Information System (GPIS) for the European Public Administration Network (EPAN)

Country	
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Ministry or agency	
--------------------	--

Office	
--------	--

Web site	
----------	--

Contact Person	
----------------	--

Name	
------	--

Address	
---------	--

--	--

--	--

Telephone	
-----------	--

Fax	
-----	--

Email	
-------	--

*Please fill out and send back
before the 20th of April 2005 to:
Deloitte Luxembourg
Email: [epan\(gp@deloitte.lu\)](mailto:epan(gp@deloitte.lu)) (or, in case of troubles, dghielmini@deloitte.lu)*

Introduction to the questionnaire

Background for the study

In the Resolution approved in Rome the 1st of December 2003, the European Ministers responsible for public administration declare

their intention to pursue and enhance informal European Cooperation in the field of public administration, so that the constant exchange of information and best practices between administrations, and the performance of joint activities can foster the process of modernising the administrations at the national and European levels .

The Mid-Term Programme 2004-2005 (MTP) for Cooperation in Public Administrations, an annex to the abovementioned resolution, highlights, for the different EPAN working groups, the necessity of *identification, analysis, exchange and dissemination of good / best practices*.

The DG resolutions approved in Maastricht 22nd and 23rd November 2004 state at the chapter Benchmarking Activities for the IPSG working group:

The Directors General

4. *Welcome the development of an annual programme of work for benchmarking activities to be implemented in 2005 which includes*
 - b. an exploration in close cooperation with the e-Government working group of the potential benefits of entering a co-operation with the European Commission regarding the E-government Good Practice Framework which is being set up and financed by the European Commission .

Main principles for a ‘Good Practice Information System’

The sharing of practices between administrations is a part of the EPAN. It is not necessarily useful to exchange ‘any practice’, but any ‘best practice’ should be identified and disseminated, in order to replace the ‘poor practices’.

A ‘**best practice**’ is a process or a methodology that represents the most effective way of achieving a specific objective, it is one that has been proven to work well and produce good results, and is therefore recommended as a model.

But a ‘best practice’ is a relative concept, because, on the one hand, it is a practice that is adapted to fit a particular organisation in a particular context and, on the other hand, the needs and approaches are constantly evolving and being updated.

Given the differences of the organisations and contexts, it is proposed to use the concept of a ‘**good practice**’ rather than a ‘best practice’.

A ‘Good Practice Information System’ (GPIS) should combine two elements: explicit knowledge such as a ‘good practices’ database (connecting people with information) and methods for sharing tacit knowledge such as communities of practice (connecting people with people).

Furthermore, whenever you think that any question can be answered or completed by a document already available, possibly online or electronically, do not hesitate to add the relevant references.

In case of any problem with this questionnaire, please feel free to contact



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Attn. Damien Ghielmini
560 rue de Neudorf
L-2220 Luxembourg, Grand Duchy of Luxembourg
Tel: +352 451 452 591 & +352 021 22 71 75 (mobile)
Fax: +352 451 452 467
Email: epan.gp@deloitte.lu (or, in case of troubles, dghielmini@deloitte.lu)

in order to avoid any misunderstandings or problems and to help in the delivering of a good and useful report.

QUESTIONNAIRE

- 1. Providing with an accurate and comprehensive definition for the “Good Practice” is not an easy task. For helping us understanding the wide variety of situations, could you please present, in a few lines, based on your own experience, two or three different good practices? Please feel free to mention good practices in general, or those you have searched specifically, successfully or not, in a GPIS or via some personal contact.**

Please fill in here

- 2. Do you think one European unique, central, free-access, multi cultural, monolingual (English) GPIS would be a possible tool to exchange information and good practices as the EU-ministers called for in 2003? Do you think building of the GPIS is something achievable or do you think it is connected with difficulties? If so, why?**

Please fill in here

- 3. What criteria are, according to the needs of administrations on all state levels, the most important ones for quoting a GPIS?**

Please fill in here

- 4. In case one global, European, GPIS is becoming a “de facto standard”, how do you think the setup of this GPIS would be performed nationally, in your country?**

Please fill in here

- 5. Good practices initial feeding : Would you be ready, nationally, to participate to the initial effort of loading national good practice cases, following a template specifically defined for this new GPIS, in order to generate quickly a critical mass ? How would you intend to get organised in your country for achieving such complex activity?**

Please fill in here

- 6. Good practices entry : Do you think a national organisation for filtering and consistency and format checking, before submitting to this European GPIS would be necessary? If so, what kind of national organisation would you set up? Would it be an existing organisation or something to create?**

Please fill in here

- 7. Do you know exhaustively all potential clients (national administrations mainly) who would be worth integrating in such a network ? How many people would be required, in your country, for animating such entity? What kind of practical issues do you oversee (bottleneck, translation, initial checking, workload for reformatting, etc.) and how do you foresee to manage them ?**

Please fill in here

- 8. Good practice diffusion: How would you or the national organisation facilitate, in your country, use, and re-use, of Good practices stored in this European GPIS? How could you insure comprehensive knowledge, usability and compliance, with this GPIS and related procedures?**

Please fill in here

- 9. Current initiatives : In case a new European GPIS is emerging and is becoming a “de facto standard”, what role should current initiatives (the EUPAN website, the CAF database...) have in your opinion in relation to this GPIS.**

Please fill in here

10. Participation and costs: Would your country be ready to participate in setting up and running such a GPIS at European level?

Please fill in here

11. Would your country be able to take over costs for setting up and running the GPIS?

Please fill in here

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Appendix 2: eGovernment working group – Questionnaire A

The questionnaire (16 pages) is in English.

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*Présidence luxembourgeoise
du Conseil de l'Union européenne*

EPAN – eGovernment working group

20th of January 2005

PREPARATORY SURVEY

Good Practice Information System (GPIS) for the European Public Administration Network (EPAN)

Country	
---------	--

Ministry or agency	
Office	
Web site	

Contact Person	
Name	
Address	
Telephone	
Fax	
Email	

*Please fill out and send back
before the 24th of February 2005
to “Deloitte Luxembourg”
(see address on the page 5)*

Introduction to the questionnaire

Background for the study

In the Resolution approved in Rome the 1st of December 2003, the European Ministers responsible for public administration declare

their intention to pursue and enhance informal European Cooperation in the field of public administration, so that the constant exchange of information and best practices between administrations, and the performance of joint activities can foster the process of modernising the administrations at the national and European levels .

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The Directors General

4. *Welcome the development of an annual programme of work for benchmarking activities to be implemented in 2005 which includes*
 - c. an exploration in close cooperation with the e-Government working group of the potential benefits of entering a co-operation with the European Commission regarding the E-government Good Practice Framework which is being set up and financed by the European Commission .

Main principles for a ‘Good Practice Information System’

The sharing of practices between administrations is a part of the EPAN. It is not necessarily useful to exchange ‘any practice’, but any ‘best practice’ should be identified and disseminated, in order to replace the ‘poor practices’.

A ‘best practice’ is a process or a methodology that represents the most effective way of achieving a specific objective, it is one that has been proven to work well and produce good results, and is therefore recommended as a model.

But a ‘best practice’ is a relative concept, because, on the one hand, it is a practice that is adapted to fit a particular organisation in a particular context and, on the other hand, the needs and approaches are constantly evolving and being updated.

Given the differences of the organisations and contexts, it is proposed to use the concept of a ‘good practice’ rather than a ‘best practice’.

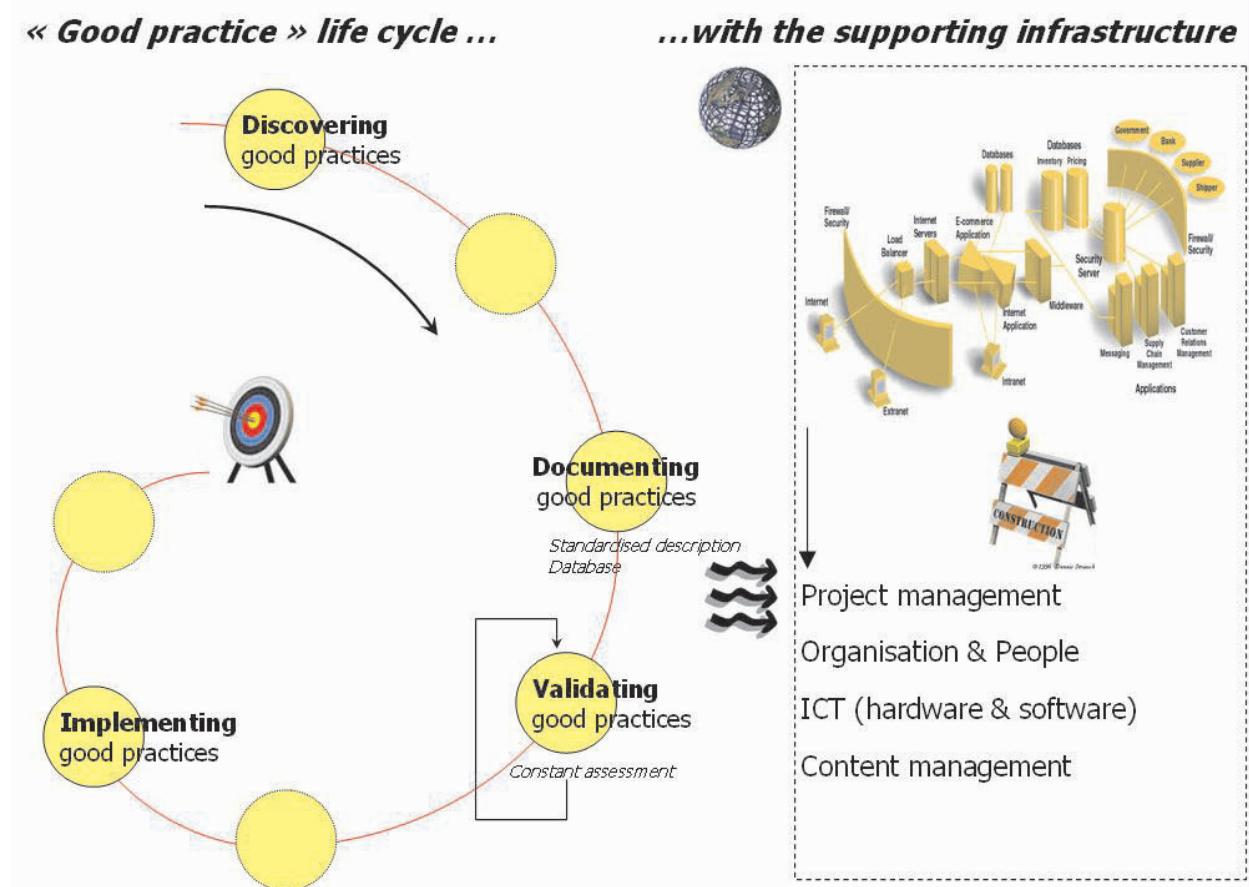
A ‘Good Practice Information System’ should combine two elements: explicit knowledge such as a ‘good practices’ database (connecting people with information) and methods for sharing tacit knowledge such as communities of practice (connecting people with people).

Aim of the study

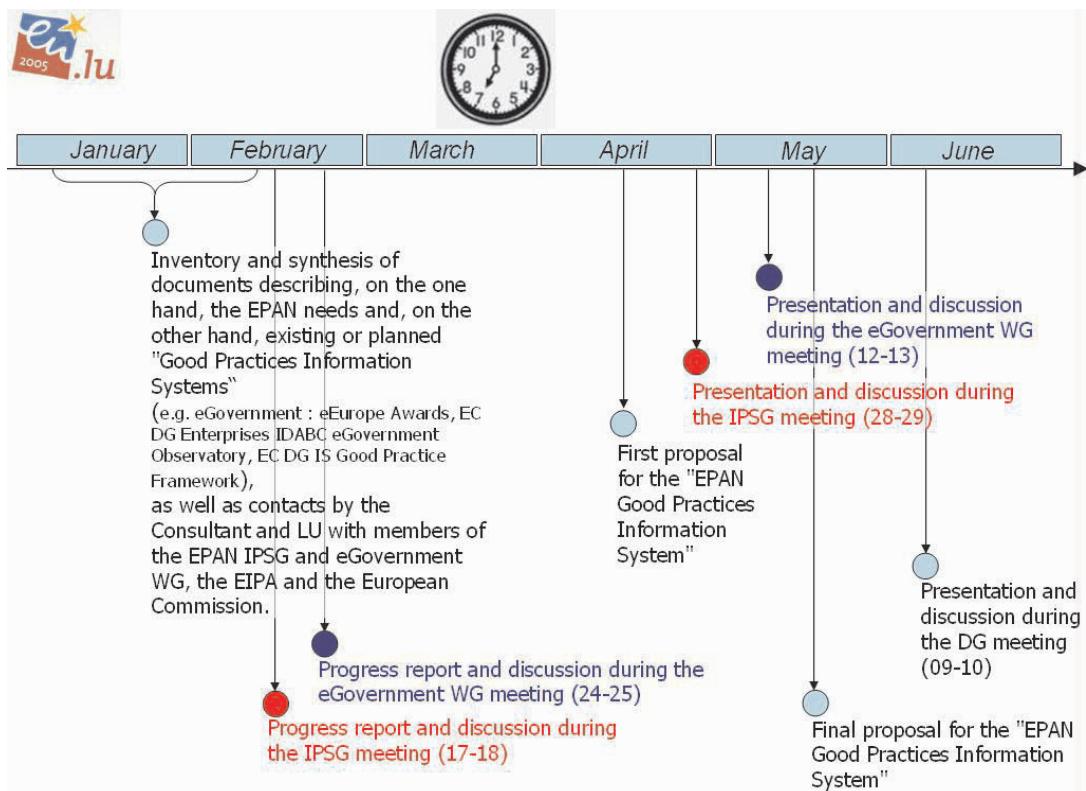


This study does **not** aim at developing a new "Good Practice Information System" for the EPAN (especially IPSG and eGovernment WG) by "reinventing the wheel".

This study aims at "benchmarking", i.e. collecting the needs of the EPAN (especially IPSG and eGovernment WG) for an EPAN "Good Practice Information System" and analyzing the existing or planned "Good Practice Information Systems", in order to identify the best way to assure, using one or a combination of the existing or planned systems, the management of good practices in the most efficient way, both for 'good practice' providers and users.



Proposed planning



We would like to invite each member of the eGovernment working group to read carefully the following questions (cf. schema below, and text in following pages) and, based on their own knowledge and experience, or on situations they heard about, to answer directly in this document. Note that “boxes” for answers can be enlarged, as much as necessary, according to your needs.

	As an eGovernment "Good Practice" User	As an eGovernment "Good Practice" Provider
Q1	GPIIS known? GPIIS used?	
Q2	Quality of GPIIS? Strengths & Weaknesses ?	
Q3		GP lifecycle : support?
Q4	Find out the information?	
Q5	Coexistence between GPIIS?	
Q6	All domains covered?	
Q7		Local actions to improve usability?
Q8		EPAN & GPIIS?
Q9		? (free : any additional comment)

Furthermore, whenever you think that any question can be answered or completed by a document already available, possibly online or electronically, do not hesitate to add the relevant references.

In case of any problem with this questionnaire, please feel free to contact



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Fax: +352 451 452 467
Email: epan.gp@deloitte.lu (or, in case of troubles, dghielmini@deloitte.lu)

in order to avoid any misunderstandings or problems and to help in the delivering of a good and useful report.

QUESTIONNAIRE

1. Can you please review the following list of some implementations of “Good Practice Information Systems” (GPIS)? For each of the 5 GPIS proposed, do you know them? Do you use them ?

If any, are there other (maximum 3) eGovernment GPIS you know and possibly use and that are worth being mentioned?

For each of them, please provide as many details as possible including:

- When have you been aware of this GPIS? How?
- GPIS ownership?
- Objectives of the GPIS (share ? benchmark ? support initiatives ? etc)?
- Typology of good practices which are stored?
- Accessibility to the GPIS? Target?
- etc.

At the minimum please provide one URL of the main web site supporting this GPIS.

<i>GPIS or relevant initiative</i>		
1	 IDABC eGovernment Observatory Community programme managed by the European Commission's Enterprise and Industry Directorate General europa.eu.int/idabc	Known? _____ Used? _____
2	eGovernment Conferences (2 nd in 2003, 3 rd in 2005)  & eEurope Awards www.e-europeawards.org/	Known? _____ Used? _____
3	 Good Practice Framework (GPF) Community programme managed by the European Commission's Information Society Directorate General europa.eu.int/information_society/activities/egovernment_research/gpf/index_en.htm	Known? _____ Used? _____
4	 3 rd QUALITY CONFERENCE for Public Administrations in the EU Quality conferences (3 rd session in 2004) www.3qconference.org	Known? _____ Used? _____

5  Common Assessment Framework Resource Center (CAF) Managed by EIPA  www.eipa.nl/caf	Known? _____ Used? _____
6	
7	
8	

Free comments:

↖ Please fill in here

2. How do you estimate the quality of each of these GPIS? What are major strengths and weaknesses for each of them?

↙ (please do refer to the same reference number as in question number 1)

Ref. Number	Quality / Strengths & Weaknesses
1	
2	
3	
4	 3 rd QUAlITY CONFERENCE for Public Administrations in the EU
5	
6	
7	
8	

↳ Quality definition is a free exercise. You can decide to quote :

- Coverage (exhaustivity, variety, etc.)
- Easiness of finding
- Relevance of search criteria
- Search facilities
- Additional facilities (subscribing, etc.)
- Added value (benchmark of re-use of Good Practice, comments, etc.)
- etc.

What criteria are, according to your needs, the most important ones for quoting these IS?

↖ Please fill in here

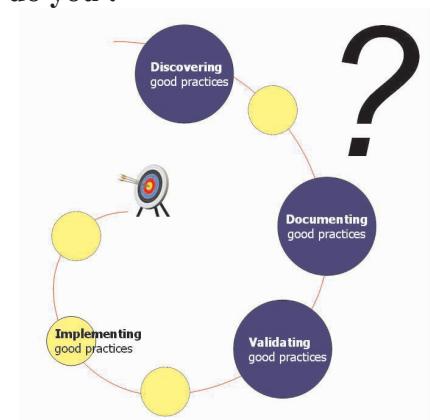
In case of non quality please do precise what are most significant constraints or lacks.

 *Please fill in here*

3. As an eGovernment Good Practice provider, how do you :

- Detect and identify a GP? (GP category?)
- Document and formalize a GP?
- Validate a GP?
- Store a GP in a GPIS? *1
- Follow the whole lifecycle of this GP?

*1 Do you register one GP in several different GPIS? Is it something you dislike? Please explain.



Please fill in here ↵

4. As an eGovernment Good Practice user, how do you manage to find out a GP?

Does it happen frequently?

Where do you search first? Search tools?

Do you search only at European level or do you extend to external providers (foreign countries? OECD? etc.)?

How do you check information relevance?

 Please fill in here

5. As an eGovernment Good Practice user, how do you consider current coexistence between the different implementations of Good Practices systems? What concrete issues does this coexistence generate in your daily activity ?

 Please fill in here

What should (or could) be done in order to improve this coexistence?
What should (or must) not be done?

 Please fill in here

6. As an eGovernment Good Practice user, do you consider that all domains are covered, at least once, in the major existing GPIS?

Do you think that “horizontal” GP (e.g. : strategies; objectives; legal, financial and organisational frameworks; skills and human resources; building blocks) are correctly managed (registered? classified?) ?

E.g.: 3rd Quality Conference and GP Framework (IS Directorate from European Commission) are organized as follow:

The screenshot shows the interface of the 3rd Quality Conference website, specifically the 'Best practices research' section. On the left, there is a search bar labeled 'search best practices' with dropdown menus for 'country' (set to 'All') and 'sector' (set to 'All', with a list of options including Agencies, Central and Regional Government, Defence, Education, Health care, Local Government, and Police & Judiciary). To the right, there are several sections with lists of topics:

- Country**: A list of topics including 'The role of eGovernment in European Competitiveness', 'A better life for European citizens', and 'European, Central and Local Government eCooperation'.
- Theme & Country**: A list of topics including 'The role of eGovernment in European Competitiveness', 'A better life for European citizens', and 'European, Central and Local Government eCooperation'.
- User & Service**:
 - Public eServices for Citizens**: A list of services such as Income taxes: declaration, notification of assessment; Job search services by labour offices; Social security contributions (e.g. unemployment benefits, family allowances, medical costs, student grants, etc); Personal documents (passport & driver's licence); Car registration (new, used & imported cars); Application for building permission; Declaration to the police (e.g. in case of theft); Public libraries (availability of catalogues, search tools), enrolment in higher education/university and other education & training related services; Certificates (birth, marriage, death, adoption, etc); Announcement of moving (change of address); Transport-related services; Elderly related services; disabled related services; Services related to elections, plebiscites & referenda and services related to the policy development & decision-making process; Other services for citizens.
 - Public eServices for Business**: A list of services such as Social contribution for employees; Corporation tax: declaration, notification; VAT: declaration, notification; Registration of a new company; Submission of data to statistical offices; Customs declarations; Environment-related permits (incl. reporting); Public procurement; Other services for businesses.
- Level of government**: A list of levels including Local, Regional or Federal (sub-national level in federal system), National, Pan-European, and Other (with non-European actors, agencies, educational establishments, hospitals, etc).
- Type of integration, co-operation and partnership involved**: A list of types including Vertical integration between different levels of government; Horizontal integration, at the same level of government; Between government and private sector; Between government and third sector (non public, non profit, NGOs); and Between third (non public, non profit, NGOs) and private sector.

Please fill in here

- 7. What are the relevant actions you intend to perform, in your country, or more globally, in order to improve the usability of these GPIS?**

 *Please fill in here*

8. Inside EPAN, some exchanges do happen. Do you think that these exchanges are structured and formalised enough? Which subjects should be covered in the future? How would you propose to improve these exchanges and to document the good practices? Would it be useful and pertinent to rely on an existing GPIS? Is one or more of the existing GPIS adequate?

Considering the EPAN web site (www.eupan.org), what role should be dedicated to this media for supporting GP exchange?

What content concerning eGovernment would be useful to find on the EPAN web site?

 Please fill in here

- 9. Free comments.** Please feel free to add any comments regarding any eGovernment GPIS thematic that has not been mentioned in this questionnaire and that appears relevant according to your own experience.

Please fill in here

(end of the document)

Appendix 3: eGovernment working group – Interim summary

The document (5 pages) is in English.



*Présidence luxembourgeoise
du Conseil de l'Union européenne*

EPAN – eGovernment working group

31st of March 2005

SURVEY – Summary synthesis of received answers

Good Practice Information System (GPIS) for the European Public Administration Network (EPAN)

Introduction to this document

Background for the study

The Mid-Term Programme 2004-2005 (MTP) for cooperation in Public Administrations highlights, for the different EPAN working groups, the necessity of *identification, analysis, exchange and dissemination of good / best practices*.

This study aims at "benchmarking", i.e. collecting the needs of the EPAN (especially IPSG and eGovernment WG) for an EPAN "Good Practice Information System" and analyzing the existing or planned "Good Practice Information Systems", in order to identify the best way to assure, using one or a combination of the existing or planned systems, the management of good practices in the most efficient way, both for providers and users.

A questionnaire, dated 20th of January 2005, has been sent to the EPAN eGovernment working group members on the 24th of January 2005.

Answers to this questionnaire have been used to build the current summary synthesis. This document is providing only the major facts, and ideas, sorted out from the different answers. Its purpose is strictly limited to this.

Report of answers

1. Answers received

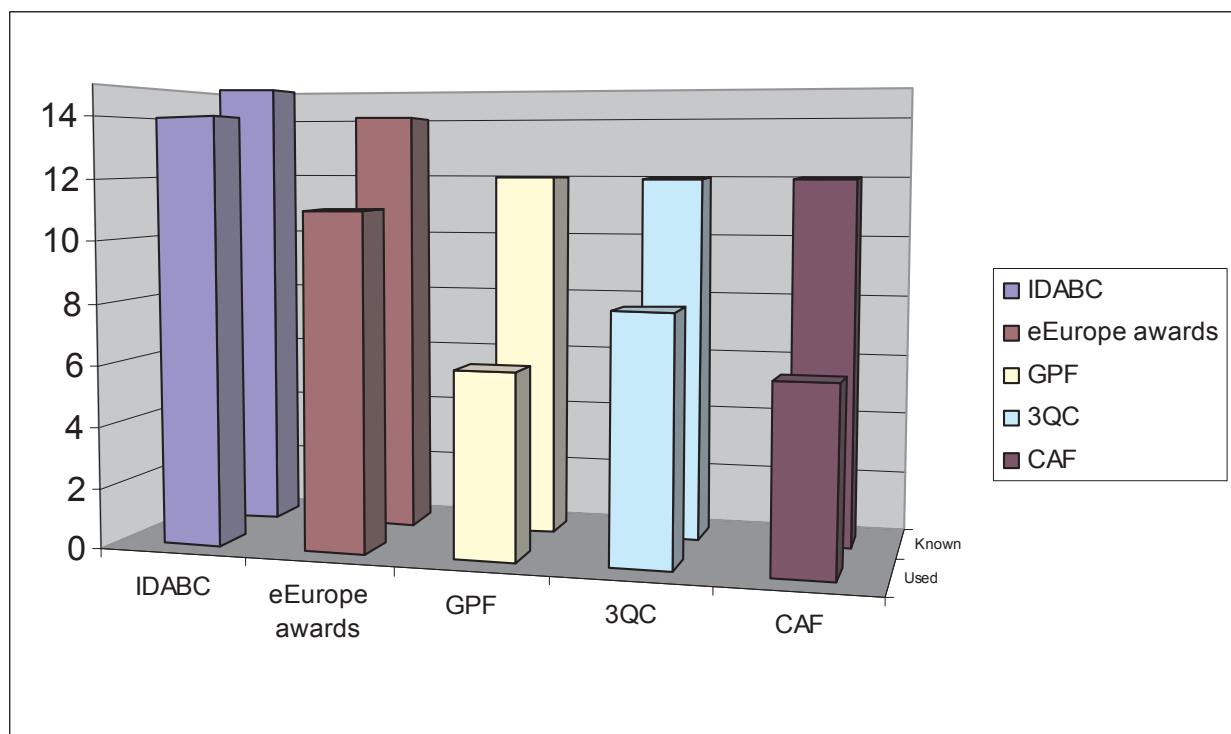
13 countries, members of the EPAN eGov working group, had answered the questionnaire up to the 31st of March 2005. 2 other countries sent their answer beginning of April 2005.

According to the decision taken at the February meeting, the answers have not been published on the EPAN CIRCA site.

Concerning the local and regional levels, two documents can be found on the EPAN CIRCA site : one provided by Italy, another one concerning Germany added by the Luxembourg Presidency.

2. GPIS knowledge

Answers from 15 countries :



Other GPIS have been mentioned by some respondents :

- Beep knowledge (www.beep-eu.org and www.beepknowledgesystem.org) (mentioned twice)
- eForum (considered now as “surpassed by IDABC eGovernment Observatory”) (mentioned one time)
- EFQM (www.efqm.org) (mentioned twice)

Some specific feedback, representative ones among all answers, for each GPIS

Suggested GPIS	Positive	Negative
IDABC	<ul style="list-style-type: none"> • <i>eGouvernement newsletter, inside on new eGov projects in Europe</i> • <i>Focal point for eGovernment info</i> • <i>Well structured</i> • <i>Easy to find</i> • <i>Relevance of publications, search tools</i> • <i>The best IS among all (for a particular country)</i> 	<ul style="list-style-type: none"> • <i>Updates in general and in particular (factsheets), coverage of countries, no GP database, uneasy navigation</i> • <i>No database with GP</i>
eEurope awards	<ul style="list-style-type: none"> • <i>Driving force in promoting excellence and creativity in the public sector</i> 	<ul style="list-style-type: none"> • <i>No search function available (key words), too detailed, short descriptions, not very useful in practice. Lack of recent updates</i>
Good Practice Framework	<ul style="list-style-type: none"> • <i>Transfer and learning easier and provide more continuity and good practice exchange</i> <i>The GP cases can be selected based on different criteria of which some proved to be very useful</i> 	<ul style="list-style-type: none"> • <i>Scope only eGov.</i>
3Q Conference	<ul style="list-style-type: none"> • <i>Top best practices (for a particular country),</i> • <i>Easy to find (website = name of event). Quite user-friendly, providing useful, clear and quite detailed information (good coverage)</i> 	<ul style="list-style-type: none"> • <i>Too much information. Search does not allow for the surveyable comparison between the countries.</i> • <i>There are no full version of good cases</i> • <i>Not very user friendly in design</i> • <i>No contact details for more information on GP</i>
CAF Few respondents know it so, almost no input.		<p>Rather confused website</p> <ul style="list-style-type: none"> • <i>Not a GP framework</i>

Regarding the (non limitative) list of proposed GPIS, some comments have been sent :

» "comparing web sites and databases ?"

» "comparing GPIS already live and some not yet running ?"

3. Criteria for assessing GPIS' quality

Quality

- ↳ Coverage (*geographical and topic/ policy*)
- ↳ Including information for determining re-usability
- 🎬 **"Formulate a dissemination network to increase usability of GPIS"**

🎬 "Usability will be improved if the GP can be **lifted from the context** (each country has its specific arrangements), and in a way conceptualized.

It's important that best practices show what can be learned and what are the implications"

🎬 "I think that what is really needed is not related to the "content" of the GPIS, but to the effective use of this content. In this sense, issues related to the real process of adopting and **reusing** a GP in different context, are not covered. Which are the obstacles? Which are the advantages?"

- ↳ Including information for explaining criteria used to assess a GP
- 🎬 "Lack of evidence why it is a best practice rather than an alternative practice"
- ↳ Different levels of details available (from overview to top detailed) for each GP
- ↳ Easiness of finding
- ↳ Smart facilities
- 🎬 **"Alert possibilities"**
- ↳ Clarity about the objective of the system
- 🎬 "For example:
 - * Is it oriented to award the best?
 - * Is it oriented to simply present the existing practices?
 - * Is it oriented to support the spread practices and the related knowledge?
 - * Is it oriented to offer the practitioners an environment to share problems and solutions?"

Non quality

- 👎 Out of date information
- 👎 Limited coverage
- 👎 Not user friendly facilities for searching engine

4. GP life cycle

Based on the various answers received, it is clear that standard detection and overall lifecycle for GP management do not exist.

 "I think that one of the reason of the low impact in “best-practices” policies is the big effort made in identifying practices (i.e. creating bases of practises); while relatively small effort has been done in understanding obstacles in the transfer of practices, and in providing tool and methods to overcome these obstacles."

Only common statement :  “... relevancy of GP is checked on bilateral bases.”

5. How to find out a GP

Being in search of a GP is not a frequent activity.

In general respondents search the IDABC, 3QC.

Frequently a more global search through the www (*Google, Yahoo, etc.*) is done.

Some respondents mentioned also OECD.

6. Coexistence between GPIS

Having a single place for all eGovernment GP at least at a European Level would be useful. It is easier to concentrate on one system, even not limited to eGovernment, than on several. In case of several GP systems, it is important to have a clear scope per system and no redundancy.

 “Current coexistence of GPIS is unavoidable. Each administration wants to make his own GPIS for attracting people. However, there should be for the European Commission and events-related, only one GPIS for eGovernment or they should be linked automatically together”

 “Searching in different GPIS is a waste of time. As a consequence, you search in only one GPIS and forgot the others”

7. Domain coverage

 “The domains we need are covered best by the GPF”

 “Knowledge mgt is often seen as a duty, especially when providing GP. Keep it simple”

More important than the domain coverage itself,

- search facilities
- and adaptation, in level of details and cultural background, to the reader do appear as top importance features.

 “... communication of GP should be user specific. If the user is an IT specialist, the description will be more technological, but if the user is a manager the description also gives the organizational component”

8. Free comments

 “It is important that Search will allow:

A. connecting people to concepts / ideas, B. connecting people to people.”

(end of the document)

Appendix 4: Presentation of the main GPIs

SIBP	
I	IDABC eGovernment Observatory
II	eEurope Awards
III	eGovernment Good Practice Framework
IV	3QConference
V	CAF Resource Center
VI	eForum
VII	Beep Knowledge System
VIII	Database on good practices in Urban Management and Sustainability

The different descriptive forms are in English.

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I - IDABC eGovernment Observatory		
1101	Status of the underlying initiative?	Community programme managed by the European Commission's Enterprise and Industry Directorate General.
1102	Sponsor(s) for the initiative?	European Commission's Enterprise and Industry Directorate General.
1103	Owner(s) ?	European Commission's Enterprise and Industry Directorate General.
1111	Objective(s) of the underlying initiative?	The IDA (interchange of data between administrations) mission is to support the implementation of Community policies and activities by co-coordinating the establishment of Trans-European telematic networks between administrations. As data needs to be exchanged throughout Europe, IDA also acts as an important vehicle for the re-engineering of the working processes of the administrations. The case studies are included in the IDABC under the eGovernment Observatory section. The IDABC eGovernment Observatory is a reference information tool on eGovernment issues and developments across Europe. It provides the community of eGovernment decision-makers and professionals with a unique set of information resources and with valuable insight into eGovernment strategies, initiatives and projects in Europe and beyond. Furthermore, the IDABC contains case studies in the Open Source Observatory. This section of the IDA website is dedicated to Free/Libre/Open Source Software and is intended to encourage the spread and use of Best Practices in Europe. It introduces new users to the concept of Free/Libre/Open Source Software and present interesting facts and references for experts. All content is being developed in an ongoing manner.
1112	Objective(s) of the GPIS in itself?	Publication of case studies on best practice in eProcurement for public administrations. eGovernment Observatory - Help senior decision-makers in the public and private sector to closely follow ongoing eGovernment developments. Open Source Observatory - is dedicated to Free/Libre/Open Source Software and is intended to encourage the spread and use of Best Practices in Europe.
1113	Philosophy of the GPIS in itself?	eGovernment Observatory: A strategic initiative of the IDABC Programme (Interoperable Delivery of pan-European eGovernment Services to Administrations, Businesses and Citizens), the eGovernment Observatory provides valuable insight into eGovernment strategies, initiatives and projects in Europe and beyond. Designed to help senior decision-makers in the public and private sector to closely follow ongoing eGovernment developments, the Observatory provides a unique set of free information services: eGovernment News, eGovernment Factsheets (presenting a synopsis of the eGovernment situation and progress in European countries), a quarterly eGovernment Newsletter, links to eGovernment resources, and a list of major eGovernment-related events in Europe and beyond. The Open Source Observatory: IDA is all about the modernization of the European public sector, and information technologies (IT) are an essential tool to this aim. Efficiency and service-orientation is more than a question of internal organization and local use of modern technologies. In the EU, a key aspect is that of interoperability, of the ability of public sector administrations to communicate easily with their counterparts and with the European citizen and business, not just across organizations but also across frontiers. Open source software presents an opportunity to encourage the uptake of cost-effective IT solutions. It facilitates the sharing of applications between public sector organizations and thus promotes the spread of good practice. The eEurope action plan has introduced the term application templates to describe this capability, and releasing applications used by governments in the EU as open source software will allow other public bodies to modernize more quickly. Finally, open source software has a number of characteristics that lend it particularly well to the needs of the public sector. Aside from the low costs of replication and the possibilities it offers for continuous improvement and adaptations to local needs, open source software also presents a way of ensuring adherence to open standards and thus to improving interoperability and equal access to public sector information and services. Open source software often impresses through its reliability and security, and it can increase transparency and accountability

I - IDABC eGovernment Observatory		
1121	History - Initiative	In 1994, a Council Resolution underlined the need for enhanced synergies between European and national information systems. In response, the IDA Programme was established with a Community Decision in 1995. The Programme's primary objective was to set up IT empowered networks for information exchanges in the different community policy areas. In this way, the IDA Programme pioneered the use of IT in public administrations and facilitated the transition from paper-based to electronic exchanges across Europe. The IDA Programme has constantly evolved in line with the changing political priorities of the EU. In 1999, two interrelated Decisions signaled the start of a second phase of the Programme (IDA II) until the end of 2004. The 'Projects of Common Interest' (PCIs) Decision continued to extend the implementation of networks in different Community policy areas while the 'Interoperability' or Horizontal Actions and Measures (HAMs) Decision focused on measures and services to be applied and used to ensure seamless interaction within and across networks at the trans-European level. Within the context of the eEurope Action Plans and associated e-Government initiatives, the IDA Programme has profiled itself as an e-Government programme. This means that the emphasis has been increasingly moving from 'networks' to 'services', i.e. putting the results of the pan-European administrative networks to the service of European citizens and businesses. This trend has been enshrined in the new IDABC Decision that will enter into force in January 2005.
1122	History - GPIS	The key milestones of eGovernment in the member states can be found in the eGovernment Observatory. The Open Source Observatory exists since November 2003.
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	The eGovernment Observatory contains 15 case studies of best practices and projects from across Europe. The Open Source Observatory contains 18 case studies zooming in on certain Open Source adaptations in member states. The IDA site furthermore contains around 40 project descriptions of projects supported by IDA. The IDA-supported projects are conceived to offer pan-European Services to Citizens, Enterprises and Administrations through the establishment of operational and interoperable telematic networks. This chapter provides a good but non-exhaustive list of projects with the aim of describing in an accessible manner their scope, their functioning and the services they offer.
2102	If "case study", does it manage failures as well as success stories?	Only success stories are included.
2103	What is the definition for the concept managed (GP or BP or Case)?	Best Practices: Methodologies that provide beneficial results. Some best practices are general in nature and can be applied to almost every industry; other best practices are industry-specific.
2111	What language(s) is(are) used ? For the web site? (if any)	English (All documents are in English because they are prepared by the site's web team).
2112	What language(s) is(are) used ? For the documents	English

		I - IDABC eGovernment Observatory
2121	Scope & coverage? Public sector	With the EGovernment Observatory the Case Studies / Best practices and projects from across Europe are only focus on e-Procurement. The Open Source Observatory contains case studies on open source adaptions in member states. The projects of common interest section contains projects conceived to offer Pan European services. The sector is large: Agriculture, Technical Regulation, Employment.....
2122	Scope & coverage? Para public (including GIE and public owned companies)	n/a
2131	What is the typology of GP (BP) registered?	• eProcurement. (eGovernment observatory) • Open Source adaptions (OpenSource observatory)
2141	Are documents stored standardized in one common template? (Language?)	Cases are not always described according to a fixed template. Most of them do contain contact information.
2151	Volumes ?	The IDABC site has currently: • In the Egovernment Observatory: 15 case studies from best practices and projects from across Europe on eProcurement. • In the Open Source Observatory: 17 case studies on open source adaptions in member states + 7 case studies from external sources. • Around 40 projects descriptions of common interest.
2201	Resources for day-to-day management? (staff ? machines ? location ? ...)	Open Source Observatory: Managed by a special webteam that is frequently in contact with members of the European public sector and also searches the internet for relevant information. This team also processes feedback from readers. No information available on the management of the Best Practice Cases.
3101	Channel(s) used for communication with external world (In & Out) ?	http://europa.eu.int/idabc/ All communication of the best practice cases goes through the IDABC site.
3102	Channel(s) used for communication with external world (In & Out) ?	The site contains a link to external case studies, ie. not performed by the OSO webteam
3111	Target ?	Target audience of Open Source Observatory: Although they welcome a broad audience, the OSO is intended for IT managers, planners and policy makers working for public sector organizations in Europe.
3121	Access facilities?	To find the IDABC is not easy. Even through the Europe portal http://europa.eu.int/ by using the key words “best practices” in the search option, IDABC is not mentioned (only the Good Practices Framework). Even when connected to the IDABC site, it is difficult to access the best practices database if you do not know where to find it.
3122	Access restrictions? (Rights?)	No restrictions.

		I - IDABC eGovernment Observatory
3123	Free access or paying access (yearly or depending on usage) ?	Free access
4101	Description of main milestones supporting the GP (BP) life cycle (Generalities)	Open Source Observatory: Managed by a special web team that is frequently in contact with members of the European public sector and also searches the internet for relevant information. This team also processes feedback from readers. No information available on the managed of the Best Practice Cases. Who selects them, who writes the summary and publishes it on the IDABS site:
4111	Main milestones: Detecting and identifying? Who is habilitated to suggest and post documents?	No information available
4131	What criteria can be used for performing request on the GPIS?	No information available
5103	Major evolutions planned?	Not clearly expressed.

II - eEurope Awards		
1101	Status of the underlying initiative?	The eEurope Awards is an award project funded by the European Commission which aims to highlight best practices and ensure the dissemination and sharing of new concepts and ideas in the area of electronic services provision.
1102	Sponsor(s) for the initiative?	Directorate-General for Enterprise and the Information Society - The European Institute of Public Administration (EIPA) is providing the neutral platform for the organisation of the eEurope Awards programme.
1103	Owner(s) ?	European Institute of Public Administration (EIPA).
1111	Objective(s) of the underlying initiative?	The underlying initiative of the eEurope Awards is the eEurope Initiative. Its aim is to make the European Union the most competitive and dynamic knowledge based economy in the world. It seeks to develop modern public services and a dynamic environment for eBusiness through widespread availability of broadband access at competitive prices and a secure information infrastructure. As a direct result of the initiative, governments and public administrations within the EU, including the 10 new members, must meet demanding targets in relation to their IT and communications infrastructures.
1112	Objective(s) of the GPIS in itself?	The overall goal of the eEurope Awards is to promote best practice among the Member States of the enlarged European Union, the candidate countries as well as the EFTA countries in the area of eGovernment and eHealth.
1113	Philosophy of the GPIS in itself?	The eEurope Awards embody the spirit of the eEurope Initiative by promoting the exchange of best practices among Member States of the enlarged European Union, the candidate countries as well as the EFTA countries in the field of eGovernment and in other priority areas covered by the eEurope Action Plan 2005, such as eHealth and eLearning. The eEurope Awards aim to highlight and disseminate efforts made by European national, regional and local administrations in using Information Society Technologies (IST) in order to increase efficiency and performance and to improve the quality and accessibility of public services.
1121	History - Initiative	The eEurope initiative was first proposed by the European Commission at the end of 1999 and endorsed by the European Council in Feira as part of the Lisbon Strategy to modernise the European economy. The objective of eEurope was an ambitious one: to bring every citizen, school and business online and to exploit the potential of the new economy for growth, employment, and inclusion. The first eEurope Action Plan, 2000-2002, had three aims: a cheaper faster more secure Internet; investment in people and skills and stimulating the use of the Internet. It consisted of 64 targets and nearly all were successfully achieved by end 2002. The second stage is the eEurope 2005 Action Plan which was endorsed by the European Council in Seville. The 2005 objective is that Europe should have modern online public services (e-government, e-learning services, e-health services) and a dynamic e-business environment and, as an enabler for these, widespread availability of broadband access at competitive prices and a secure information infrastructure.
1122	History - GPIS	According to the site, the eEurope Awards Programme includes Awards for eHealth in 2003 and 2004, and for eGovernment in 2003 and potentially in the future the 2005 awards.
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	Case studies of best practices
2102	If "case study", does it manage failures as well as success stories?	Only success stories.

		II - eEurope Awards
2103	What is the definition for the concept managed (GP or BP or Case)?	The site refers to best practices, but a clear definition is not given.
2111	What language(s) is(are) used ? For the web site? (if any)	English
2121	Scope & coverage? Public sector	eHealth and eGovernement across the world. With regards to eHealth, the applicant for an award can be a health sector institution or authority, a hospital, doctor, pharmacy (public or private) or a not-for-profit organisation involved in the implementation or use of the eHealth solution to be presented.
2122	Scope & coverage? Para public (including GIE and public owned companies)	NA
2124	Scope & coverage? Europe uniquely or worldwide?	Member States of the enlarged European Union, the candidate countries as well as the EFTA countries
2131	What is the typology of GP (BP) registered?	eGovernment: - The Role of eGovernment in European Competitiveness - A Better Life for European Citizens - European, Central and Local Government eCooperation eHealth: - National and Regional eHealth Network - eHealth Systems and Services for Health Professionals - Telemedicine and Homecare eHealth Applications - Empowering Citizens in the Management of Health and Well-Being - eHealth information tools and services for citizens - eHealth administrative support tools and services for citizens - eHealth homecare and telemedicine tools and services for citizens
2141	Are documents stored standardized in one common template? (Language?)	There is no template. In fact the best practices have a title and a short description (one or two lines) with a link to the site that is the result of the best practice and the mention of a contact person for further information.
2151	Volumes ?	eGovernment for 2003: • 3 award winners • 4 honourable mentions • 15 nominees • eGovernment catalogue that provides a short description and contact details of all 357 cases that met the criteria for the eEurope Awards for eGovernment – 2003, as well as an in-depth overview of 65 cases selected for the exhibition. NOTE: catalogue not accessible. eHealth for 2003: • 4 winners (connection to website) • 4 honorable mentions (connection to website) • An eHealth catalogue that provides a short description and contact details of all 180 cases that met the criteria for the eEurope Awards for eHealth – 2003, as well as a more in-depth description of the 43 cases selected for exhibition. eHealth for 2004: • Total of 109 submissions: for each a short description and contact details.
2201	Resources for day-to-day management? (staff ? machines ? location ? ...)	The European Institute of Public Administration (EIPA) is providing the neutral platform for the organisation of the eEurope Awards programme. The Project Management Secretariat at EIPA is responsible for the preparation, coordination and implementation of the awards scheme. It is currently staffed with the approx. 6 persons and lead by Christine Leitner – Head of Project Management Secretariat.

		II - eEurope Awards
3102	Channel(s) used for communication with external world (In & Out) ?	• Conferences • Exhibition • Catalogues The Awards Ceremony is an event hosted by the European Commission (Directorate-General for Enterprise and the Information Society) and the Council Presidency, which takes place during a High-Level Ministerial Conference. The Award(s) will be presented to the selected winners by the European Commissioner for Enterprise and the Information Society. Note that the eGovernment Awards were presented during the eGovernance Conference in Como during the Italian presidency. An Exhibition of selected submissions for each Award takes place alongside the High-Level Ministerial Conference and includes exhibits and demonstrations by participants invited by the evaluation committee on the basis of the received submissions. Stands will be provided and an exhibition catalogue will be published with details of the submitted eSolutions and relevant contact details.
3103	Channel(s) used for communication with external world (In & Out) ?	NA
3111	Target ?	Public sector and Health care institutions in Member States of the enlarged European Union, the candidate countries as well as the EFTA countries
3121	Access facilities?	When typing eEurope Awards on the www the site www.e-europeawards.org mentioned as a first results. On the otherhand, when searching the word AWARD on the Gateway to the European Union site, the eEurope Awards
3122	Access restrictions? (Rights?)	No restrictions.
3123	Free access or paying access (yearly or depending on usage) ?	Free access to the website. On the other hand, the events (conference and exhibition) organized around the eEurope Awards are on invitation only.
4101	Description of main milestones supporting the GP (BP) life cycle (Generalities)	The applications submitted for the eEurope Awards are evaluated and ranked by an independent jury composed of eminent experts from all over Europe in the relevant fields. To be eligible to participate to the awards, the submitted case should be: • European • in current use • citizen-focused and • supported by a health actor These applications were then evaluated by independent experts according to the following criteria: • Innovativeness • Good use of information and communication technologies • Real practical results and impact • Functionality • Transferability and valuable learning points
4111	Main milestones: Detecting and identifying? Who is habilitated to suggest and post documents?	The Project Management Secretariat at EIPA is managing the published information.
4131	What criteria can be used for performing request on the GPIS?	No search engine available to perform search requests. The cases are organized by subject (eGovernment or eHealth), by year 2003 or 2004 and by result (winner, nominees, honourable mention, candidates) or simlpy listed in the catalogue.
5103	Major evolutions planned?	The results of the next eEurope Awards for eGovernment planned in 2005 will be posted on the site.

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III - eGovernment Good Practice Framework		
1101	Status of the underlying initiative?	Permanent Programme in one permanent organization - Community programme managed by the European Commission's Information Society Directorate General.
1102	Sponsor(s) for the initiative?	European Commission's Information Society Directorate General
1103	Owner(s) ?	European Commission's Information Society Directorate General
1111	Objective(s) of the underlying initiative?	The Good Practice Framework is a programme that is part of the eGovernment initiative, managed by the European Commission's Information Society Directorate General. It is included in the European Information Society Thematic Portal. The mission of the eGovernment Unit in DG Information Society is to implement policy, good practice exchange and innovation throughout the eEurope action plan and the Information Society Technologies Programme.
1112	Objective(s) of the GPIS in itself?	Reinforce the exchange of good practices in eGovernment in order to increase possible synergies and to promote and facilitate the re-use of implemented e-Government solutions.
1113	Philosophy of the GPIS in itself?	The aim is to obtain a maximum of coverage. The Good Practice Framework is not meant to be static but will evolve and adapt. It will build upon the many activities and initiatives in eGovernment that are currently undertaken and as much as possible it will re-use good material and experiences that have been made publicly available.
1121	History - Initiative	The eGouvernement initiative has been defined as a priority in the eEurope 2005 Action Plan This plan was launched at the Seville European Council in June 2002 and endorsed by the Council of Ministers in the eEurope Resolution of January 2003. It aims to develop modern public services and a dynamic environment for e-business through widespread availability of broadband access at competitive prices and a secure information infrastructure.
1122	History - GPIS	The Good Practice Framework is currently in a demo site status. Started in May 2004.
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	The site manages good practices and cases based on good examples. - good practice cases - good practice partnerships - good practice events - intelligent database (cases, analyses and other documentation) - Good practice cases of Ministerial eGovernment conferences The Framework comprises of transfer support for good practices. Creating, refining and promoting transfer support tools is a key element of the Framework. Transfer support could include: - Analysis of factors that hamper the transfer of experiences e.g. legal, organisational or learning aspects. In particular, an analysis is foreseen for interoperability of eGovernment services at regional and local level. - References to existing transfer support, e.g. the OSS observatory launched by IDA. The Framework will provide a direct link to those existing initiatives. - Reports from good practice events, allowing for replicating a good model of an exchange event. - Access to expertise/experts, contact and collaboration facility to set up partnerships, such as 'twinning' between cities or regions, enriched by partnership examples.
2102	If "case study", does it manage failures as well as success stories?	The management of failures as such is not specifically included in the database.
2103	What is the definition for the concept managed (GP or BP or Case)?	Good practice is defined here as real life solutions with actual usage which represent leading edge experience, though not necessarily the best, ideal or unproblematic. Good practices can provide useful learning experiences for others, likely to stimulate creativity, self reflexion and the transfer of good ideas.
2111	What language(s) is(are) used ? For the web site? (if any)	The site only exists in English.

III - eGovernment Good Practice Framework		
2121	Scope & coverage? Public sector	Yes. The scope of the information potentially included in the database is large. It will include both private and public sector within and outside Europe.
2122	Scope & coverage? Para public (including GIE and public owned companies)	Yes. The scope of the information potentially included in the database is large. It will include both private and public sector within and outside Europe.
2123	Scope & coverage? Private sector?	Yes. The scope of the information potentially included in the database is large. It will include both private and public sector within and outside Europe.
2124	Scope & coverage? Europe uniquely or worldwide?	Worldwide. The scope of the information potentially included in the database is large. It will include both private and public sector within and outside Europe.
2131	What is the typology of GP (BP) registered?	GP are registered for eGovernment solutions, defined this far: - By country - By theme and country - By user and service (citizen or business) - By level of government (local, regional, national, etc.) Potentially the Database can contain all kind of thematic.
2141	Are documents stored standardized in one common template? (Language?)	The Framework comprises of a common description template that can help to describe Good Practice eGovernment cases in a comparable way. Currently case summaries of Good Practices have a common template in English.
2151	Volumes ?	The temporary site includes the Good Practice case studies from the eGovernment services selected for the exhibition at the Ministerial eGovernment Conference held at Como on July 2003. Total of 64 cases. Furthermore there is a link to the Good Practice cases of the 2001 and the ones analysed in the "back office benchmark" and the eEurope Awards. Other contributions to this database will be results of various EU projects and studies carried out on good practice.
2201	Resources for day-to-day management? (staff ? machines ? location ? ...)	The GPF is managed by the DG Information Society that has a total staff of around 1100 people. There is no information available on the dedicated resources to the GPF.
2211	Yearly budget? (for the global initiative, if not dedicated to GP, and specifically for GP)	The GPF as a project is part of an eEurope initiative called MODINIS. MODINIS supports eEurope activities such as benchmarking indicators, exchanges of best practices, etc. The work programme MODINUS had budget of €12,8m in 2004 that is split over 4 activities. The GPF is part of the action item 2 "Identifying, and dissemination of best practices and Information Services" that received a budget of €5,140m (4,2 for studies and 0,940 for workshops / conferences). The initial study to establish the GPF conducted in May 2004 had a total budget of €900'000.
3101	Channel(s) used for communication with external world (In & Out) ?	http://europa.eu.int/information_society/activities/egovernment_research/gpf/index_en.htm Communication with external world goes through a website that is linked to the Europe's Information Society Thematic Portal.

		III - eGovernment Good Practice Framework
3102	Channel(s) used for communication with external world (In & Out) ?	No newsletter
3103	Channel(s) used for communication with external world (In & Out) ?	The Framework will have a direct link to a number of identified partners: Europe eTen - Deployment of telecommunication networks based services with a trans-European dimension: the European Community Programme designed to help the deployment of telecommunication networks based services (e-services) with a trans-European dimension. IDA - Open Source Observatory: intended to encourage the spread and use of Best Practices in Europe, introducing new users to the concept of Open Source and present interesting facts and references for experts. IDA - Interchange of Data between Administrations - European eGovernment Observatory: a reference information tool on eGovernment issues and developments across Europe. Public Sector Information Access and Re-use: the Commission stimulates the access to and the re-use of public sector information through a number of actions, ranging from legislation to the exchange of good practices. eEurope Awards: to promote best practice among the Member States of the enlarged European Union, the candidate countries as well as the EFTA countries. United Kingdom eGovernment Framework by the Buy IT Best Practice Network: intended to provoke discussion about the important challenges in the next phase of successfully utilising Information and Communications Technology in Government (ICT). Germany Bund Online - Good practices as an instrument for opening up synergy potentials:With the BundOnline initiative, the federal government pledged to offer all the online-enabled services of the federal administration on the Internet by the year 2005. International UNDP Best Practices and Know-How in ICT for Development - A publication on UNDP Best Practices and Know-How in ICT for Development contains a collection of knowledge-based best practices accumulated by UNDP in Europe and the Commonwealth of Independent States (CIS).
3111	Target ?	On a European level, different target audiences should be identified and their specific needs be addressed e.g. national, regional, local types of administration, process re-organisation or supplier perspective
3121	Access facilities?	The site is very easy to find. Just by using a regular search motor (e.g. Google) and using the key words Egovernment Best practices the Good Practice Framework is the first result on the list with the URL: http://europa.eu.int/information_society/activities/egovernment_research/gpf/index_en.htm When conducting a search on the site of the European Community: http://europe.eu.int/ with the key words "best practices" or "good practices", the GPF is easily found.
3122	Access restrictions? (Rights?)	None
3123	Free access or paying access (yearly or depending on usage) ?	Free Access
3124	Is it possible to have one estimate of the visitors? (in number and in typology).	Estimated visitors not available. The site currently accessible on the www is a demo site.

		III - eGovernment Good Practice Framework
4101	Description of main milestones supporting the GP (BP) life cycle (Generalities)	The Framework does not seek to replace existing Good Practice collections but rather facilitate uptake of these. The Framework comprises of an 'intelligent database' of cases, analyses and other documentation, freely accessible on a Commission's eGovernment website, with an intelligent navigation to the practices allowing easy analysis and extraction. The Good Practice cases of the 2001 and 2003 Ministerial eGovernment Conferences and the ones analysed in the "back office benchmark" can serve as a 'starting point' for the database. Other contributions to this database will be results of various EU projects and studies carried out on good practice. In addition, cases put forward after self-assessment can, when making use of the good practice description template and the self assessment criteria and following a Quality Control check, be taken up in the Framework and also be selected for further 'expert analyses'. Inclusion in the case-base does not mean recognition as a good practice, but these cases would still form an important part of the Framework and would contribute as "reference cases" to the facilitation of learning. Expert analyses can only be added in a limited number of cases. Access to expert support like advice on legal aspects or funding may be made available through the Framework, but the actual expert support is not funded through the Framework. More elaborate networking activities or learning mechanisms can be added at a later stage.

		III - eGovernment Good Practice Framework
4111	Main milestones: Detecting and identifying? Who is habilitated to suggest and post documents?	Assessments Criteria (AC) will be used to define decide whether a case is eligible to be included in the Good Practice database. Apart from AC 1 and AC 4, it is not necessary to meet all assessment criteria, but the more criteria are met, the higher the chance that a submission will be eligible. AC 1: use of ICT The case demonstrates successful, innovative and value-for-money use of ICT, e.g.: - open standards; - multiple access platforms for users (citizens, business, government staff); - scalability; - open access tools (i.e. a wide variety of user access enabled by software); - interoperability within and between government agencies; - the successful use of Public Key Infrastructure; - a balance struck between customized turnkey solutions on the one hand, and standardized solutions on the other; - Technologies and systems enabling data protection, security, trust, privacy, confidentiality and freedom of information; etc. AC 2: innovativeness The case has 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. AC 3: managing eGovernment implementation This could include: - the effective, efficient and innovative coordination between initiatives/projects; - co-ordination and decision-making between agencies and/or different levels of government; - co-ordination and decision making between government and private sector and/or non-profit sector partners; - removal of barriers to pan-European eServices, such as language, institutional and legal differences, different policies, priorities and visions; - Management of change, i.e. eGovernment often involves changes for people (both staff and users) and organizations – 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 results of this were; - management of ICT; - management of resources; - knowledge management; - human resource management; - Risk management; etc. AC 4: real practical results and impact Evidence of impact can be given by documenting results that show, for example: 1. Where users are the focus: - documented economic return results – saving users money, e.g. by enabling cheaper services where a charge is made, saving time and travel, streamlined and faster services such as tax, payment of licenses 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 the quality of life, business convenience, etc. 2. Where the government agency is the focus: - 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, staff/users trained, time saved, staff made available for other activities, PIAPs established, extent of reorganization, extent of partnership/collaboration, etc. - Qualitative results which illustrate the extent and type of impact – e.g. improvements in working conditions, staff satisfaction, awareness, etc. AC 5: functionality If users are the focus, they are enjoying upgraded services which support/improve the functioning of their life, work or business. For example, 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 around, incorporate design-for-all and sound usability principles, can be personalized by individuals or distinct user groups, etc. If a government agency is the focus, it experiences significant improvements in fulfilling its functional requirements. For example, through eServices that reflect and improve the functioning of major internal processes and/or the re-engineering of these processes where benefits can 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. AC 6: visibility The case is visible and distinctive, i.e. it has a clear identity and is recognized, at least in the region or country of location, by users and/or government agencies as making a beneficial contribution to government, society or the economy. AC 7: valuable learning points and transferability The case provides a valuable and sufficiently detailed list of advice which can be given to others in eGovernment, referring back to previous sections where necessary. Although it is clear that each case is unique, especially in relation to its cultural, legal, national and organizational context, the principles underlying good practice can be examined by other administrations and adapted, used as inspiration and/or guiding principles, and new concepts and approaches can be developed.

		III - eGovernment Good Practice Framework
4131	What criteria can be used for performing request on the GPIS?	GP are registered for eGovernment solutions, defined this far: - By country - By theme and country - By user and service (citizen or business) - By level of government (local, regional, national, etc.) - Potentially the Database can contain all kind of thematic.
5102	Are there some cooperations with other GPIS ? Planned?	The strategy of the framework is to generate a multiplier effect, where the contributions from existing and emerging initiatives could act as multipliers and even give longer term continuity to the framework. Similarly the Commission's good practice framework intends to give leverage to good practice initiatives going on: Correspondingly, the Framework will contain cross-references and provide an access point to such activities, which themselves may also request to be mentioned in the Framework. This comprises ongoing good practice related initiatives, including the ones supported in the various EU programmes, e.g. the open source website of the IDA Programme, IST and eTEN projects. These Commission programmes play an active role in the development of the Framework. The Framework would also build on existing networks of expertise such as TeleCities, Infocities, Global Cities, ERISA, ELANET remote - when appropriate - the creation of new networks and refer to good practice exchange initiatives originated by organizations such as those promoting regional development, eDemocracy, as well as company initiatives. A synergy with new and existing initiatives should create a multiplier effect for the benefit of all parties.
5103	Major evolutions planned?	Other means of stimulation can be considered as well, like the creation of eGovernment-Commune Partnerships like the many European communes that have 'friendship' relationships with other European communes. In addition, the Commission services intend to organize a limited number of thematic workshops (e.g. from custom and fiscal affairs, internal market, social and employment policy), with participation of good practices from the 2001 and 2003 eGovernment Ministerial Conferences and of specific Commission stakeholders, public administrations and companies. These workshops will deepen the learning from good practices and from the presence of the policy-makers in the specific themes and promote a methodology of exchange of experiences as a further development of the Framework. Workshops could also be organized to exchange visions about future strategies. It is expected that, with the development of the Good Practice Framework various 'Partner Sites' on different levels will emerge, making use of the above mentioned elements like the template, assessment of Good Practice cases; transfer tools etc.

IV - 3QConference		
1101	Status of the underlying initiative?	European conference
1103	Owner(s) ?	The 3rd Quality Conference for Public Administrations in the EU is organised under the aegis of the Directors General of Public Administration of the (soon to be) 25 EU member states. The Innovative Public Services Group (IPSG) -a working group of the Directors General of Public Administration- has been instrumental in securing the coordination between member states. The Conference is hosted by the Dutch Ministry of the Interior and Kingdom Relations on behalf of the Dutch Government during its EU Presidency. The planning and organisation of the Conference has been delegated to the Conference Secretariat at the Directorate General for Public Service Management.
1111	Objective(s) of the underlying initiative?	The conference, which will take place from 15 till 17 September 2004, highlights the need to improve the quality of public services in the EU. The opportunities to do so are to be found in the public sector business processes.
1122	History - GPIS	All EU member states feature best practices in the field of public service and its underlying business operations. In November 1998 the public service ministers agreed that the way EU member states could learn from each other's experiences would be improved. This led to the agreement that a best practice conference was to be organised during the Portuguese chairmanship in 2000. The 1st Quality Conference for Public Administrations in the EU was born. The 2nd Quality Conference took place in Copenhagen on 2-4 October 2002.
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	Best Practice (BP)
2103	What is the definition for the concept managed (GP or BP or Case)?	Content of each BP is as follow : CONTACT 1 Individual submitting the case Initials, Surname, Position, Organisation, Country, eMail address, website DESCRIPTION Title of best practice case, Sector, Is the project a joint venture?, What key words would you use to describe this project?, What can the participants of 3QC learn from this best practice case? REASON & AIMS What was the reason for the project? What are the aims of the project?, Have these aims been quantified?, If so, provide a brief explanation, Are the aims recorded? Where are the aims recorded? IMPLEMENTATION What steps were taken to achieve the aim? Describe if and how the the project was structurally embedded into the business operations. Specify (to benefit the learning effect) the primary obstacles during the implementation of the project. How were these overcome? RESULTS What were the most important results of the project? Were there positive or negative side-effects? Explain. Has an evaluation by citizens (or companies) been conducted? TRANSFERIBILITY Is the project innovative? Explain. Is the project transferable to others? If so, which elements? Did other organisations adapt the whole project or elements of it? If so, which organisations and which elements? Are there special factors that contributed to the success of the project? Why must this best practice case be included in the conference? OTHER A number of organisations have already prepared an (integrated) description of the project. In addition to completing the questionnaire, it is also possible to attach such a description. If you would like to do so, attach the description.
2111	What language(s) is(are) used ? For the web site? (if any)	English

		IV - 3QConference
2151	Volumes ?	Search results 65 Results found. Examples : "eDay" in North Jutland --- How the Danish County of North Jutland formulated a regional it-strategy ensuring that all 27 municipalities were enabled to communicate safely with each other and the citizens. How the development of e-gov in small local administrations was organised without resources to develop expert knowledge. Local Government "Nocturne", Daily nocturnal home haemodialysis --- - That 'Telemedicine' makes it possible to provide complex specialist treatment in patients' own homes; this may well be relevant to treatments other than dialysis; - That a project-based multidisciplinary approach and broad involvement of relevant groups is an effective strategy. Health care
3101	Channel(s) used for communication with external world (In & Out) ?	URL = http://www.3qconference.org
3102	Channel(s) used for communication with external world (In & Out) ?	Communication on the CAF and link to the www.eipa.nl site.
3111	Target ?	Participants of the conference: Policymakers and Practitioners from all different levels, all different sectors and all different EU member states and beyond. There were senior decision-makers and policy advisors, school principals and health care managers, police commissioners and fire department chiefs, quality managers and supervisors, innovators and change agents, managers and leaders and many more.
3121	Access facilities?	Access is free. BP are presented in HTML pages, section by section. Full download does not appear as an option.

V - CAF Resource Centre		
1101	Status of the underlying initiative?	The Common Assessment Framework (CAF) is part of the European Institute of Public Administration (EIPA). The European Institute of Public Administration (EIPA), created in 1981, is an independent institute carrying out training and research on public administration and European policies, providing a variety of services to the administrations of the Member States and the candidate countries as well as to the EU institutions in support of their tasks and responsibilities related to European integration. The European Commission contributes to EIPA's activities and publications through the European Union budget
1102	Sponsor(s) for the initiative?	The implementation and further development of the Common Assessment Framework is guided and supervised by the Innovating Public Services Group (IPSG), a working group of senior officials set up by the Directors-General of the Public Administrations of the EU Member States.
1103	Owner(s) ?	The European Institute of Public Administration (EIPA)
1111	Objective(s) of the underlying initiative?	The general aim of the Institute is to support the European Union and its Member States and the countries associated with EIPA by providing relevant and high quality services to develop the capacities of public officials in dealing with EU affairs by way of training, applied research, consultancy and publications.
1112	Objective(s) of the GPIS in itself?	<ul style="list-style-type: none"> • To capture the unique features of public sector organizations. • To serve as a tool for public administrators who want to improve the performance of their organization • To act as a "bridge" across the various models in use in quality management • To facilitate benchmarking between public sector organizations
1113	Philosophy of the GPIS in itself?	The CAF is offered as a tool to assist public sector organizations across Europe to use quality* management techniques to improve performance. The CAF provides a simple, easy-to-use framework, which is suitable for a self-assessment of public sector organizations
1121	History - Initiative	The EIPA was created in 1981.
1122	History - GPIS	<p>The CAF was pilot tested in 2000 before it was officially presented at the First Quality Conference for Public Administration in the EU in Lisbon in May 2000. It was agreed that the CAF should be reviewed following its wider use and on the basis of experience gained. Under the Belgian EU Presidency in the second half of 2001 the Innovative Public Services Group (IPSG) decided to begin the review process and agreed that a revised version of the CAF should be presented at the Second Quality Conference in Copenhagen in October 2002. The review process included an analysis of the experiences of those public sector organizations that had so far used the CAF. On the basis of this analysis, Belgium presented first suggestions for the revision of the CAF at the IPSG meeting in Madrid on 25 and 26 April 2002. An in-depth workshop hosted by the German Ministry of Home Affairs was held in Berlin on 23 and 24 May 2002. This led to agreement on the structure of the new CAF at the level of its criteria and sub-criteria. Preparatory work and a first proposal were made jointly by Belgium and by EIPA. The Berlin workshop reached a general agreement that the revision would result in a new version that would be easier to use and to understand. It would operate with a reduced number of sub-criteria, while the overall structure of the CAF would not be changed. Following the Berlin workshop, Belgium and EIPA, with assistance from Speyer, jointly worked out a first draft of the indicators – or examples of evidences – for the revised version of the CAF. Italy, the Netherlands and Norway were assigned the task of elaborating new guidelines for the use of the CAF following a debate also held at the Berlin workshop. Belgium, helped by Sweden, worked out a first draft of the CAF glossary to accompany the new CAF. These drafts were extensively discussed under the Danish Presidency during an IPSG meeting from 2 to 4 September 2002, and then the Danish Presidency went on to produce the new CAF brochure that was successfully presented in Copenhagen early in October 2002. The development of the new CAF was a joint exercise by all EU Member States and IPSG members assisted by EIPA and supported by the EFQM.</p>

		V - CAF Resource Centre
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	The database manages benchmarks of (public services) organizations and administration. In the future the database will contain information on good practice organizations. A good practice organization is defined as an organizations that will normally have, using the CAF, participated in an award scheme at the national level and been selected as award winners, or may else have been identified as excellent organisations. This will include an element of external verification of the results of the self-assessment conducted by these organisations.
2102	If "case study", does it manage failures as well as success stories?	n/a
2103	What is the definition for the concept managed (GP or BP or Case)?	The site uses the concept of Best Practices linked to organization. A Best Practice is defined as "Superior performance or methods or approaches that lead to exceptional performance". But it recognizes the following: best practice can be a relative term and sometimes indicates innovative or interesting business practices, which have been identified through benchmarking. Sometimes, it is preferable to talk about "good practice" since one cannot be sure that there is not a better one. Benchmarking is defined as "Two or more participants making systematic comparisons of processes and/or results in their respective organizations in order to learn about best practices and implement them in ways suited to their own organization."
2111	What language(s) is(are) used ? For the web site? (if any)	The CAF website linked to the EIPA is only available in English
2112	What language(s) is(are) used ? For the documents	The CAF assessment form, guidelines and glossary are available in the following languages: English, Dutch, Portuguese, Spanish, German, French, Italian, Finish, Norwegian, Danish, Swedish, Hungarian, and Greek.
2121	Scope & coverage? Public sector	The CAF has been designed for use in all parts of the public sector, applicable to public organizations at the national/federal, regional and local level. It may also be used under a wide variety of circumstances e.g. as part of a systematic programme of reform or as a basis for targeting improvement efforts in public services organizations. In some cases, and especially in very large organizations, a self-assessment may also be undertaken in a part of an organization e.g. a selected section or department
2131	What is the typology of GP (BP) registered?	Not GP but typology is : Criminal Justice and Law Customs, Taxes and Finances Education and Research General policy & oversight/ co-ordination Health Sector Local Government Police and Security Public Works and Utilities Social Services & Security Transport and Infrastructure Others
2141	Are documents stored standardized in one common template? (Language?)	The information is provided according to a template. For each organization that have used the common assessment framework and which have submitted the resultants of their self-assessment it gives the name of the organization, the country, level of government (local, central, regional, state,), sector as well as the name of a contact person.

		V - CAF Resource Centre
2151	Volumes ?	When searching the database you will find a total of 319 records. Criminal Justice and Law 5 Customs, Taxes and Finances 14 Education and Research 31 General policy & oversight/ co-ordination 26 Health Sector 7 Local Government 96 Police and Security 10 Public Works and Utilities 7 Social Services & Security 36 Transport and Infrastructure 5 Others 81 The database includes the results of 318 organisations from 14 countries that used the CAF and sent their results to EIPA: - Belgium (92) - Italy (43) - Germany (38) - Austria (33) - Czech Republic (29) - Slovenia (29) - Hungary (14) - Estonia (12) - Slovakia (8) - Norway (8) - Portugal (4) - France (4); - Finland (2) - the UK (2)
2201	Resources for day-to-day management? (staff ? machines ? location ? ...)	Besides a resource center at the EIPA, the CAF has correspondents in the following European countries: Austria, Luxembourg, Belgium, Netherlands, Cyprus, Poland, Czech Republic, Portugal, Denmark, Slovak Republic, Estonia, Slovenia, Finland, Spain, France, Sweden, Germany, UK, Greece, Hungary, Ireland, Italy, Latvia. With regard to the resources, both human and financial, devoted to the CAF we can Distinguish between three groups of countries: 1. the first and largest group has made little or no specific resources available for the CAF (CY, EST, FIN, IRL, L, M, NL, N, RO, SLO, E, UK); 2. a second group of countries has devoted a limited amount of specific resources to the CAF (A, CZ, DK, GR, PL, P, S); 3. a third group of countries has put a substantial amount of resources into the CAF (B, D, H, I, SK). Most countries have entrusted the dissemination and promotion of the CAF to a specific organization - either to the Ministry in charge of the civil service or to a central government agency fulfilling the same task under that Ministry. Germany officially assigned this task to the German University for Administrative Sciences in Speyer. For different reasons a small number of countries have not yet assigned this task to any institution (CZ, IRL, M, UK). In addition, a significant number of countries have adopted a partnership approach (either territorial or organizational) in disseminating and promoting the CAF. (Information based on the Study on the use of the CAF in European Public Administrations – November 2003.)
3101	Channel(s) used for communication with external world (In & Out) ?	www.eipa.nl The CAF database is linked to the EIPA homepage (www.eipa.nl/CAG/CAFmenu.HTM)
3102	Channel(s) used for communication with external world (In & Out) ?	The promotion on the use of the CAF varies from one country to the other: The table below gives an overview of the different tools/ activities and the countries in which they were used: (information based on the Study on the use of the CAF in European Public Administrations – November 2003.) Tool or activity Country • Advice (to individual organizations). A; B; EST; D; I; N • Case studies. E • CAF-based projects. DK • Database / good practice. A; B; D; H; SLO; E • E-learning. A; D; P • Electronic application tool. S • Electronic evaluation tool. A; D; S • Networks and partnerships. A; B; DK; D; I; P; SK; E • Pilot projects. CZ; EST; H; I; N; P; SK; SLO • Publications (leaflets not included). B; D • Quality conferences. EST; H; I; N; SK • Quality awards / contests. A; B; EST; D; I; P • Questionnaires. P • Special guidelines. H; P • Special training (developed for the CAF). A; B; DK; EST; PL; SLO; E • User Conferences. D; H; I • Worksheets. A; D; IRL; P
3111	Target ?	The CAF has been designed for use in all parts of the public sector, applicable to public organizations at the national/federal, regional and local level. It may also be used under a wide variety of circumstances e.g. as part of a systematic programme of reform or as a basis for targeting improvement efforts in public service organizations. In some cases, and especially in very large organizations, a self-assessment may also be undertaken in a part of an organization e.g. a selected section or department.
3121	Access facilities?	The site is very easy to find. Just by using a regular search motor (eg. Google) and using the key words Common Assessment Framework, the CAF is the first result on the list with the URL: http://www.eipa.nl/CAF/CAFmenu.htm
3122	Access restrictions? (Rights?)	Only part of the content of the database is accessible. It has been decided that the results of self-assessments conducted by individual organizations with the CAF will remain confidential.

		V - CAF Resource Centre
3123	Free access or paying access (yearly or depending on usage) ?	The CAF is in the public domain and free of charge. Organizations are free to use the model as they wish.
4101	Description of main milestones supporting the GP (BP) life cycle (Generalities)	Using the CAF Form from the website of the European Institute of Public Administration (EIPA) allows an organization to fill in the evaluation form on-line after the self-assessment has been conducted within the organization. The achieved results will remain anonymous, but the organization will get feed-back on its scoring against the average of other organizations that have used the CAF in the same country or the same sector of activity. These self-assessment results will be part of the European CAF database, which contains information with regard to the organizations that have used the CAF, their sector of activity, the size of the organizations in terms of personnel and contact persons. By offering key information the database can help public sector organizations identify suitable benchmarking partners.
4111	Main milestones: Detecting and identifying? Who is habilitated to suggest and post documents?	? To be checked. Probably the CAF research center.
4131	What criteria can be used for performing request on the GPIS?	No diffusion. Publication on the site on the overall scoring of the organizations that participated in the self evaluation.
5101	Are there some cooperations with other GPIS ? Current?	No information available
5103	Major evolutions planned?	In order to further develop the CAF and to assess its usefulness as a basis for sharing experiences and for supporting benchmarking, it would be appreciated if organizations would report common activities and comment on their experience. This might lead in time to the CAF website including information on concrete benchmarking activities that have taken place. To provide in the future information on the profile of "good practise" organisations and a description of the good practice identified with regard to one or several criteria handled by the CAF, on the use they have made of the CAF and, where applicable, on how the CAF has helped them improving the performance of the organisation.

VI - eForum		
1101	Status of the underlying initiative?	e-Forum is a not-for-profit Association that brings together all interested parties active in the field of eGovernment in Europe, from both the private and public sectors
1102	Sponsor(s) for the initiative?	The European Commission supported the start-up of e-Forum, with assistance from the Fifth Framework Programme for Research and Development.
1103	Owner(s) ?	An international, non-profit association is hereby established. The name of the association shall be "e-Forum, Forum for European e-Public Services [in French, "Hôte Européen pour les Services Publics En Ligne", with the acronym HESPEL]. The association is covered by the provisions of the Belgian Act of 25 October 1919, with respect to establishing legal entity of international associations with philanthropic, religious, scientific, artistic or educational goals, as amended. The association's registered office shall be established in Brussels, 51 RUE DU Moulin à Papier, B-1160 Bruxelles. The registered office may be transferred by decision of the board of directors to any other location within Belgium, such a decision will be issued within a month in the Official Journal of the Kingdom of Belgium (Le Moniteur Belge) The board of directors may moreover establish any offices and branches, as it deems necessary, in both Belgium and abroad.
1111	Objective(s) of the underlying initiative?	We are dedicated to analysing the future needs of eGovernment in Europe, and promoting excellence in defining solutions to those needs by bringing private and public actors together. We aim to be a showcase for the solutions that will shape eGovernment over the next ten to fifteen years. For members it is a network for exchange of ideas, a gateway to the latest eGovernment information, and a showcase for the solutions that will shape eGovernment over the next ten to fifteen years. Members benefit from access to A NETWORK OF COMPETENCIES, A DIRECTORY OF EXPERTS and Learning Journeys - concrete actions bringing interested parties together to share eGovernment experience across Europe. The members area of the e-Forum website contains information on these benefits and more. Within the framework set out above, the association's tasks shall include in particular: - Collecting, updating and disseminating, to its Members and its partners, any information with respect to European telematic services in the Public Services sector; - Defining and debating policies in the areas defined by the board of directors, and the promotion of such policies; - The dissemination of data to the public at large, through the publication of articles in journals and general reviews, through the editing and distribution of newsletters, books, leaflets, electronic publications,...; - The analysis of the needs and requests of those active in the Public Services sector, provision of authoritative advice on products. Services that meet agreed minimum criteria; - The identification of national and/or local strategies and/or initiatives with respect to Public Services sector, and, as the case may be, the promotion and the co-ordination of such initiatives and/ or strategies; provision of advice with respect to the development of national/local strategies for Public Services; - Co-operation with the relevant bodies to ensure that appropriate and timely standardisation requirements are met and are rapidly verified and deployed; - The organisation of conferences, symposia, colloquia, workshops and training sessions, and any other type of initiatives; - Joint action with other associations and/or other Public Services actors and the development of co-operation with the European institutions; - Granting scholarships for research into Public Services' Sector needs; - The development of any means with a view to enhancing co-operation with the Public Services authorities, the citizens and with industry.
1112	Objective(s) of the GPIS in itself?	eForum shall establish a representative and non-discriminatory forum for effective consultation and interaction among its members, and agreement on priority areas for information and communication technologies exploitation, gathered around a common focus on the design, development, demonstration and deployment of telematic solutions in the Public Services sector.

		VI - eForum
1113	Philosophy of the GPIS in itself?	The e-Forum Association website aims to become the eGovernment reference point for EU Member States and candidate countries. It offers Association members a number of benefits, from access to the e-Forum Resource Centre, to the opportunity to discuss eGovernment questions with experts from across Europe and beyond
1121	History - Initiative	The e-Forum action plan: Europe needs to develop its own eGovernment model, doing so in accordance with the European public's aspirations in respect of their diversity. This is a key challenge for European eGovernment, as the awareness of the importance of eGovernment is now widespread, and the impact of new technologies well understood. The e-Forum Association is therefore not so concerned with promoting eGovernment in general, but more with analysing the future needs of eGovernment in a European context, and defining the solutions that will shape eGovernment in the next ten to fifteen years. The e-Forum Association embraces: -Adapting the public service information infrastructure to the new challenges; developing a specific eGovernment model, as opposed to transplanting the private sector model. -Generating synergies between European states, including EU Member States and EU candidate countries, in order to enrich eGovernment across Europe. -Definition of deliverables: these will focus on a selection of priority areas that will be given high visibility. They will be measurable and will reinforce European cohesion and strengthen Europe's ability to progress in the digital age. Founding Members « Manuel Escuin, Directeur General. TISSAT S.A., ESPAGNE » « Charles Lowe, Consultant, UK Blanca Martínez de Vallejo Fuster, Director General of Telecommunications and Modernization. , Region of Valence, SPAIN » Paul Philip Waller, Deputy Director, Cabinet Office UK Geraldine Capdeboscq, Responsable de la Stratégie, Bull. Jacky Richard, Inspecteur général de l'administration de l'éducation nationale et de la recherche. Délégué interministériel à la réforme de l'État. Directeur général de l'administration et de la fonction publique. Lasse Solgaard IT-Director, M.Sc., Danish Customs and Tax Administration. Guy Kerger, Directeur MindForest Frank Robben, Président de la Banque Carrefour de la Sécurité Sociale, BELGIUM Bjarne Erichsen, Directeur général DeCon ApS. Antonio ALABAU, Professeur d'Université, Université Polytechnique de Valence, SPAIN. Baudouin de SONIS, Directeur Exécutif, e-Forum.
2121	Scope & coverage? Public sector	The e-Forum Association is open to both public and private sector members. Political support and assistance from the public sector is essential. The private sector members bring their knowledge and expertise in new information and communication technologies, and will help the public sector define a harmonised European approach in areas such as infrastructure, interoperability and security.
2122	Scope & coverage? Para public (including GIE and public owned companies)	See question 2121
2123	Scope & coverage? Private sector?	See question 2121
3101	Channel(s) used for communication with external world (In & Out) ?	URL = http://www.eu-forum.org/

		VI - eForum
3111	Target ?	This forum is therefore designed to improve the ties and the exchange of contacts between the different stakeholders of the Public Services sector, and to ensure the timely exploitation of appropriate information and communication technologies, directly or through their national and international associations, in particular: <ul style="list-style-type: none"> • Authorities and public bodies active in this sector (i.e. The Central and National Administrations, Regional Administration Authorities, Local Administration Authorities, all Public Services bodies, Research Centres, etc.); • Public Services sector professionals, whether private or institutional actors, if need be through their representative organisations • recipients of Public services through their representative organisations; • Providers of services, telematic services or equipment in the Public Services sector (system providers, telecom operators, etc.); • The users of such services (group of citizens, companies and other industries, supplying to the Public Services sector, etc.) • any physical person or legal entity active in research and development; • the development of the co-operation with the European institutions • Academics people. The association consists of members originating in the Member States of the European Union and of the European Economic Area. Members originating in other States may be accepted by decision of the board of directors.
3121	Access facilities?	The association shall comprise five categories of members. These are the general members of the association. <ul style="list-style-type: none"> - Working members (direct membership): these members are "institutions" in particular the Users Associations, Public Services Authorities (Central, Regional, Local...), Industry - Honorary members who have been granted this status by the board for a certain time (usually 1 year) on the basis of services the member offer to the FEePS association. These members are Public Services authorities or institutions whose legal status does not allow direct membership; - Individual members who represent only themselves (researchers, independent consultants); - Associate members: members accepted by virtue of a co-operation agreement with other international and national institutions with a non-profit aim. - Founding Members of this Association Access reserved to members.
3122	Access restrictions? (Rights?)	The following charges apply for e-Forum membership <ul style="list-style-type: none"> - 2005 Private Sector -- €3000 for €5 Billion yearly turnover or more €1000 for under €5 Billion yearly Public Sector-- €1000 Central administrations €500 Regional and Local administrations -- €500 for Associations and NGO Individuals not working for any organisation (i.e. individual researcher) €100 (no voting rights except for founding members) Refunds will be given at the discretion of the Association.

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VII - Beep Knowledge System		
1101	Status of the underlying initiative?	The Beep knowledge system was initially funded by the European Commission's IST Programme managed by the Information Society Directorate-General's (DG). Since the summer of 2003 European funding has ceased and the Beep Knowledge System continues to be updated, expanded and improved by using its partners's own resources, trhough partnerships with a number of organisations, by sponsorship, and other funding sources.
1102	Sponsor(s) for the initiative?	The Beep Knowledge Databased is now coordinated by the Danish Technology Institute. DTI is an independent, not-for-profit large technology service institution which already works extensively in consulting and supporting Danish and European companies and organisations in all aspects (technical, organisational and human) of the domains covered by BEEP. The DTI is assisted by 15 principle contractors. From different European countries.
1103	Owner(s) ?	Originally established on the basis of European Commission funding, Beep is collaborating with a large number of organisations, at international, national and regional levels, to further develop the services of the Beep Knowledge System..
1111	Objective(s) of the underlying initiative?	European Commission's IST Programme of the 5th framework programme.
1112	Objective(s) of the GPIS in itself?	The objectives of BEEP are to: <ul style="list-style-type: none"> • Design and create a methodology and mechanisms that will collect, analyse and present socio-economic best practice • Provide for the first time a European-wide linked knowledge base of work and skills, the digital SME, social inclusion and regional development • Include a large number of case studies and key factors for coding and analysis • Support IST and external target groups with good practice and benchlearning tools and take in their results • Prepare analytical good practice studies, and widely disseminate project results through online and traditional methods • Develop services covering socio-economic good practice, benchlearning and knowledge bases for exploitation amongst relevant target groups • Create an on-going Beep network of socio-economic good practice within the domains covered • Create a truly European-wide knowledge base and benchlearning and good practice service with full coverage of NAS countries with a large number of additional cases.
1113	Philosophy of the GPIS in itself?	To uncover and promote best practice in four key business and social areas (domains) that will lead to Europe enhancing its position globally. Beep stands for Best eEurope Practices).
1121	History - Initiative	European research activities are structured around consecutive four-year programmes, or so-called Framework Programmes. The Beep Knowledge System was initially funded by the fifth Framework Programme. Since than, the Sixth Framework Programme (FP6) set out the priorities - including the IST Priority - for the EU's research, technological development and demonstration (RTD) activities for the period 2003-2006. These priorities have been identified on the basis of a set of common criteria reflecting the major concerns of increasing industrial competitiveness and the quality of life for European citizens in a global information society. This is elaborated upon in the Information Society Directorate-General's (DG) mission statement.
1122	History - GPIS	The BEEP as a project was conducted from Feb. 2001 to July 2003 under European Commission funding. Since than a consortium composed of partners across Europe and coordinated by the Danish Technological Institute have maintained and updated the Knowledge system.
2101	Does it manage "Good Practice" (GP) or "Best Practice" (BP) or "Case study"?	The database manages good practice cases. In addition to the database of good practice cases, the Beep Knowledge System comprises learning materials and supporting documents and services.

		VII - Beep Knowledge System
2102	If "case study", does it manage failures as well as success stories?	As long as failures provide learning, they are included.
2103	What is the definition for the concept managed (GP or BP or Case)?	Focus is on 'good practice', loosely defined as 'practices which are good for learning', i.e. practices which either achieve their own objectives and/or have a beneficial impact on their environment, or (and more important) provide useful learning experiences which are likely to stimulate creativity, ingenuity and self reflexivity on the part of the user of the case. Thus, good practice in Beep can include cases which made mistakes, and do not score high on conventional benchmarks, as long as the case has learnt useful lessons which are carefully described and presented so that others can learn from their experiences.
2111	What language(s) is(are) used ? For the web site? (if any)	English
2121	Scope & coverage? Public sector	The good practice cases cover examples from businesses, non-profit organizations and government.
2131	What is the typology of GP (BP) registered?	The basic structure of Beep Knowledge System is based on a Domain hierarchy. There are at present 5 Domains in Beep: • Work and Skills • The digital SME • Social inclusion • Regional development • eGovernment
2141	Are documents stored standardized in one common template? (Language?)	Each Beep case uses a standardised report structure for ease of comparison and to facilitate research, and has been coded on the basis of detailed characteristics in order to enable sophisticated searching.
2151	Volumes ?	In total the system contains 316 case reports Currently 32 Best Practice cases on eGovernment are included in the database.
2201	Resources for day-to-day management? (staff ? machines ? location ? ...)	Beep is collaborating with a large number of organisations, at international, national and regional levels, to further develop the services of the Beep Knowledge System.
2211	Yearly budget? (for the global initiative, if not dedicated to GP, and specifically for GP)	Total budget for the set up of the project funded by Europe was. 2,17 million euro.
3101	Channel(s) used for communication with external world (In & Out) ?	The Beep knowledge system is accessed from: http://www.beepknowledgesystem.org Individual domains, including relevant cases, good practice syntheses and other learning materials, can also be directly accessed from: • work and skills: http://www.beepwork.org • the digital SME: http://www.beepSME.org • social inclusion: http://www.beepsocial.org • regional development: http://www.beepregional.org A new domain covering eGovernment, launched in the Autumn of 2003, is available from: http://www.beepgovernment.org All Beep deliverables, including the above, can be accessed from the project web-site: http://www.beep-eu.org

		VII - Beep Knowledge System
3103	Channel(s) used for communication with external world (In & Out) ?	Link to other extant data sources (such as Eurostat, WB, OECD, etc.) are possible as Beep uses all the standard taxonomies in order to undertake research and analysis.
3111	Target ?	According to the different domains of cases available in the Beep, the target group of users is different. In general it can be anyone working in private or public sector looking for good practice examples in a certain area.
3121	Access facilities?	Easy access.
3122	Access restrictions? (Rights?)	No restrictions.
3123	Free access or paying access (yearly or depending on usage) ?	Free access to the website. Possibility subscribe in order to access to more details on the cases. Subscription is free.

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VIII - Good Practice in Urban Management and Sustainability		
1112	Objective(s) of the GPIS in itself?	The Database on Good Practice in Urban Management and Sustainability is being developed within the framework of the planned Integrated Commission Database Network, which aims to incorporate all relevant European Commission databases under a single search system and establish links to related databases set up by other institutions
1113	Philosophy of the GPIS in itself?	Priority is given to local level action and enabling action taken by other levels of government. The focus is on: • Integrated approaches linking environmental, economic, social and institutional issues • Multi-purpose measures solving more than one problem at a time • Sectoral action located within a strategic framework
1122	History - GPIS	The development of the Database on Good Practice in Urban Management and Sustainability is one of a series of actions being taken by the European Commission following the publication of the Communication "Towards an Urban Agenda in the European Union" in May 1997 and set out in the document "Sustainable Urban Development in the European Union - A Framework for Action".
2111	What language(s) is(are) used ? For the web site? (if any)	The main language of the database is English. Searches can be made in most of the European Union languages, and case submissions are encouraged in all national languages supported by the database with an English translation. Additional European languages may be included in the future.
2121	Scope & coverage? Public sector	The database covers a wide range of good practice cases and urban pilot projects in urban management and sustainability, e.g. • Urban environment and quality of life • Governance and Local Agenda 21 processes • Integrated urban management • Job creation and urban regeneration • Social inclusion and equality • Cities and regional development
2131	What is the typology of GP (BP) registered?	The database covers a wide range of good practice cases and urban pilot projects in urban management and sustainability, e.g. • Urban environment and quality of life • Governance and Local Agenda 21 processes • Integrated urban management • Job creation and urban regeneration • Social inclusion and equality • Cities and regional development
2141	Are documents stored standardized in one common template? (Language?)	Case studies are presented in accordance with standardised formats to ease information collection and analysis. Relevant Commission and other documents provide background information on policy and practice. Links to other databases ensure integrated access to related information sources. Template covers the following elements: Abstract, Project status (starting and closing date, funding sources and costs), project description (context, strategy/objectives, Management/Partnership, Actions), Project Impacts, Lessons learnt, further information
2151	Volumes ?	Currently 60 Good Practice cases are included in the database.
3102	Channel(s) used for communication with external world (In & Out) ?	The database will be closely linked to the single Commission award scheme, another initiative planned within the framework of the above mentioned Framework for Action. As an awareness-raising tool, the database supports the efforts of European cities and towns in disseminating good practice and exchanging experiences, both through the European Sustainable Cities & Towns Campaign and at the level of individual cities and towns. The database is being developed within the framework of an Integrated Commission Database Network incorporating all relevant European Commission databases and establishing links to related databases set up by other institutions.
3111	Target ?	It is intended for a wide audience, including: • EU institutions • local, regional and national authorities • associations and networks • business and industry • NGOs, community groups and citizens • Agenda 21 partners and stakeholders • educational and research institutes
3121	Access facilities?	It is intended for a wide audience, including: • EU institutions • local, regional and national authorities • associations and networks • business and industry • NGOs, community groups and citizens • Agenda 21 partners and stakeholders • educational and research institutes

VIII - Good Practice in Urban Management and Sustainability		
3122	Access restrictions? (Rights?)	No restrictions.
3123	Free access or paying access (yearly or depending on usage) ?	Free access to the website.
4101	Description of main milestones supporting the GP (BP) life cycle (Generalities)	The success of the database is dependent upon a critical mass of information. Contributions are therefore encouraged and can be submitted on-line using the Case Submission Form, the Document Submission Form or by contacting the project manager.
5103	Major evolutions planned?	After the first year, the database will be further developed and may become a tool to assist the Commission in monitoring impacts of EU policy and instruments on urban areas. The intention is to set up an email-based discussion group on urban issues.

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