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eGovernment Benchmark Framework 2012-2015

Method paper

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FINAL REPORT

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Digital Agenda for Europe

This Method Paper has been prepared by Capgemini, IDC, Sogeti, IS-practice and Indigov, RAND Europe and the Danish Technological Institute for the Directorate General Information Society of the European Commission.

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1. About the Method Paper

1.1. Ambition of the 2012 Benchmark

The 2012 eGovernment Benchmark represents an important reform.

It aligns the Benchmark work with the eGovernment Action Plan 2011-2015[1]. It responds to demands of the eGovernment Action Plan for yearly monitoring. It evaluates the Action Plan across all four policy priorities through a multi-dimensional framework. It focuses on a new set of domains of government activity and assesses many of them in-depth, from the viewpoint of the user (either business or citizen).

These and many other changes compared to previous editions will contribute to raising the profile of the measurement further and ensure the Benchmark remains internationally recognized and relevant.

The 2012 Benchmark, to be published early 2013, will provide a first indication on progress areas of the Action Plan and could possibly feed into the Action Plan's mid-term evaluation. There now is a significant opportunity to maintain and make use of this momentum.

1.2. Elaboration of the 2012 Method Paper

This Method Paper contains the technical description of the 2012 eGovernment Benchmark project.

It builds on two preparatory Member State workshops[2] and three preceding documents:

- the High Level Advisory Paper[3] outlining the Benchmark Measurement Framework for the years 2012-2015
- comments from Member States on the High Level Advisory Paper and
- a follow-up Benchmarking Note to the High Level Advisory Paper prepared by the European Commission and shared with Member States on 29th of February 2012.

This Method Paper has been elaborated through a collaborative online process with Member States. We have posted draft sections and versions on a protected shared web space (in total, 4 uploads were done); requested Member State legates to comment on the drafts and react to each others' comments; integrated comments and collated all sections in the final version at hand.

This online collaborative process took place from March to May 2012.

The shared web space was restricted to Member State and European Commission officials. In addition, Member State representatives were offered the possibility to nominate one additional expert (e.g. from academia) to contribute to the collaborative work.

The tool for the online process was the collaborative writing and annotation tool Co-ment[4]. Co-ment is an open web service and uses SSL-encrypted communications in order to secure communications. Co-ment uses several features to render the collaborative process more interactive such as activity dashboards (showing levels of activity of web space members) and alert tools like RSS feeds and automatic email alerts (once document updates are available).

At the end of the online collaboration cycle, a one-day workshop was held on 8th May 2012 with all Member State legates to discuss final issues and reach agreement. After this workshop the final version at hand is distributed amongst Member States and finally the High Level Group is to validate the Method Paper and launch the eGovernment Benchmark study in June 2012.

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1 http://ec.europa.eu/information_society/activities/egovernment/action_plan_2011_2015/index_en.htm

2 October and December 2011

3 Document 'High Level Advisory Paper_01022012_for EC' as sent 1 February 2012 from the Contractor as the final deliverable of specific contract No INFSO/Lot 4/2/2011/30-CE-0453773/00-62.

4 http://www.co-ment.com/

1.3. How to read this document

This Method Paper contains the following sections:

- Chapter 2- Benchmark Framework

This chapter gives an overview of the benchmark Framework. It explains how the Framework relates to the eGovernment Action Plan. It provides an overview of the methods and domains which are represented in the Benchmark.

- Chapter 3- User survey
- Chapter 4- Mystery Shopping and top level overview

Chapter 3 and 4 contain the technical details on the calculation of indicators concerning the two key methods used in the 2012 Benchmark: the User survey and Mystery shopping. These chapters also include the general research approaches and (in annex) the corresponding questionnaires.

- Chapter 5- Presentation and visualization of results

This chapter contains some proposals on how the Benchmark results will be presented and visualized both in the main report and in the country sheets.

- Chapter 6- Project management

This chapter provides details on stakeholder management, a timeline with activities for the Benchmark 2012 and additional details on project management aspects, including an overview of actions required by Member States.

2. Benchmark Framework

2.1. Overview

The new Benchmark Framework is aligned with the political priorities of the current eGovernment Action Plan:

1. **User Empowerment**
2. **Digital Single Market**
3. **Efficiency and Effectiveness**
4. **Pre-conditions**

Under each political priority, the Benchmark presents a set of Top Level Benchmarks. These Top Level Benchmarks are:

For the policy priority User Empowerment: **'Empowering Government'**, split into

1. **'User-centric Government'**
2. **'Transparent Government'**
3. **'Collaborative Government'**[5]

For the policy priority Digital Single Market: **'Seamless Government'**, covering off

4. **'Business Mobility'** and
5. **'Citizen Mobility'**

For Efficiency and Effectiveness: **'Results-driven Government'**, evaluating

6. **'Effective Government'** and
7. **'Efficient Government'**[6]

For the policy priority Pre-conditions: **'Smart Government'**, assessing

8. **'Key Enablers'**

The project presents a set of indicators under each Top Level Benchmark.

- The Top Level Benchmark on User-centric Government assesses the Availability and Usability of public eServices and examines Awareness and Barriers to use so to shed light on the apparent availability-usage gap.
- The Top Level Benchmark on Transparent Government evaluates the Transparency of Government authorities' operations and service delivery procedures and the accessibility of personal data to users (the latter being one of the most frequently demanded eServices as the Action Plan points out). This Benchmark leverages on the Open and Transparent Government Pilot conducted among a group of 10 Member States during the course of 2010.
- The Seamless Government Benchmarks, for both Citizens and Businesses, measures the Availability and Usability of select high-impact cross border services.

5 Not part of the 2012 core measurement, expected to be launched in Q1 2013

6 Not part of the 2012 core measurement, expected to be launched in Q1

- The Top Level Benchmark on Effective Government provides for Usage, User Satisfaction and Sentiment (i.e. perception) metrics. These indicate whether the eChannel is citizens' and businesses' first choice, and whether Governments reach their User Satisfaction and Effectiveness targets.
- The Efficient Government Top Level Benchmark assesses Take Up and provides insights on the successfulness of the transition from paper-based to online.
- The Smart Government Top Level Benchmarks assesses the Availability of Key Enablers.

2.2. Methods

Each Benchmark is measured using the 'best-fitting' method. To meet the Benchmark's requirements, a set of complementary methods is used.

Certain methods are mature (Core measurements) and will generate hard, i.e. comparable **Benchmark *data*** already in 2012.

These are:

- **User survey:** an end user web-aided survey with approximately 27.000 completes for the EU27+.
- **Mystery Shopping**: the use of Mystery Shoppers who are trained and briefed to observe, experience, and measure a (public service) process against a detailed, objective evaluation checklist by acting as a prospective user.

Other methods are experimental (Pilots) and will generate **Benchmark *insights***, some of them being of qualitative nature. They may evolve and mature over time so to generate fully-fledged Benchmarks in the upcoming years. These are:

- **Social Media Analytics**:

  - Sentiment Analysis: the use of web crawlers to analyze usage patterns and sentiments of or through Social Media tools (***Effective Government***, possible Core measurement from 2013).

  - Collaborative Production of services: the analysis of the availability and use of social media tools for the collaborative production of services (***Collaborative Government***, possible Core measurement from 2014)
- The **Administrative Data Peer Learning Group:** a Peer Learning Pilot exploring automated gathering of Take Up data from public administrations (***Efficient Government***, possible Core measurement from 2014).

2.3. Extension/synergies with other Benchmarking Exercises

With the purpose of offering a more complete view of the state of eGovernment in EU27+, in line also with the eGovernment Action Plan 2011-2015 priorities the Commission would like to propose the inclusion in the Benchmarking Framework of indicators coming from two ongoing studies:

Public Sector Information (PSI) re-use (DG Information Society): This study will be reporting on multiple dimensions of PSI like national policies, availability, pricing models, coverage of different formats

eProcurement (DG Market): The outcome of this study will be (if successful) an automated collection of data from eProcurement platforms on the transactions they undertake (e.g. volume, value, characteristics of the participant firms and PAs).

These two topics will be reported at the level of Top Level Benchmarks and therefore they would not interfere with other measurements undertaken by this Benchmark. PSI re-use will fall under the priority User Empowerment while eProcurement could fall under either the Internal Market priority or the Efficiency and

Effectiveness priority depending on the kind of indicators that could be developed (or possibly under both priorities with two sub-indicators).

This proposal is subject to two pre-conditions: a) that a composite indicator could be drawn from each study (this is already deemed possible with the PSI re-use indicator) b) that these studies will have a follow-up able to produce the same indicators consistently across the years with an (at least) biennial frequency.

The Commission will put this proposal to discussion for the eGovernment Benchmarking Group during 2013 Method Paper preparations, when there will be more information regarding the above mentioned pre-conditions.

2.4. Limitations to scope of the Method Paper

The 2012 Method Paper at hand solely focuses on the User survey and Mystery shopping. The Pilot methods Social Media Analytics and Administrative Data Peer Learning Group will be covered in separate Method Papers.

This reflects the fact that the 2012 Benchmark first focuses on the **core measurement**, that is Benchmarks which will be applied to all countries. This core measurement only consists of two methodologies: User survey and Mystery Shopping. These will be performed in Q2 and Q3 2012. Their degree of novelty is low to medium.

In addition, the Benchmark will offer countries room to volunteer for **pilot measurement** in the area of Social Media Analytics**.** This pilot work is based on voluntary collaboration and will be performed in Q3 and Q4 2012. The results of the pilot measurement will be published separately. The degree of novelty of this pilot methodology is higher, concrete arrangements will be communicated by the Commission later on.

The next table provides an overview of the scope of the 2012 measurement and this Method Paper.

Method (indicative timeline)	Indicator measured	Degree of novelty of the measurement	Action Plan Targeted priorities	Domains covered	Targeted MS	Included in this method paper - Reporting
User Survey (Q2-Q3)	- Awareness of eGovernment services	Low: the methodology draws heavily on the previous DG INFSO "study on the measurement of eGovernment user satisfaction and Impact in EU27"	*User Empowerment – user-centricity*	Citizen services	*All MSs (core measurement)*	*YES - 2012 Core report* *eGovernment*
	- Barriers to use of eGovernment services					
	- eGovernment use		*Efficiency and Effectiveness*			
	- User Satisfaction					
Mystery Shopping (Q2-Q3)	- Online availability of basic services	Low: the component services for two LEs greatly overlap with the chosen two of 2010 benchmark	*User Empowerment – user-centricity*	Employment/losing and finding a job Education/studying Economic affairs/start up and early trading activities of business	*All MSs (core measurement)*	
	- Online availability of extended services	Low: see row above				
	- Usability of basic services	Low: usability measures date back to 2007 exercise with an accumulated three year experience. Only some updates required.				
	- Transparency of public administration	Med/Low: the methodology can build on the previous "eGovernment benchmark pilot on open government and transparency"	*User Empowerment – transparency*			
	- Transparency of personal data	Med/Low: see row above				
	- Transparency of service delivery	Med/Low: see row above				
	- Index of Cross-border mobility	Low: same measurements as for online availability and usability but from another MS	*Internal Market*			
	- Availability of IT enablers	Med/Low: the analysis is limited to those key enablers relevant for the life events considered. More for bench-learning than for benchmarking	*Pre-Conditions*			
Social media analytics (Q4)	- Sentiment analysis	High: highly experimental type of analysis, few previous studies in the same field.	*Efficiency and Effectiveness*	Education/studying	*3-5 MSs (pilot)*	*NO - 2012 Complementary Pilot Report*

Table 2. Overview 2012 roster 'Benchmark Methods and Domains'

2.5. Domains

The new Benchmark applies to a set of government domains. A domain is an ‘area of government activity’; listings of domains can for example be found in the classification of the United Nations which is adopted by Eurostat[7] (to which we make reference as from here).

Each domain is measured through a Life Event approach. Each domain is assessed in-depth.

We have initially considered two basic options for evaluating domains: evaluate a wide set of domains in a single benchmark year and repeat this measure every two years; evaluate a subset of domains in year 1, another subset of domains in year 2 and repeat the subsets every two years, in years 3 and 4 respectively.

The eGovernment Benchmark applies the second option: a subset of alternating domains each year; each subset is repeated every two years.

This approach builds the new basis for comparison gradually, over time as requested by Member States. It prevents a ‘big bang’ approach which would concentrate effort and workload over a much shorter period of time.

The following domains are suggested for review:

- 2012: Employment/losing and finding a job; Education/studying; Economic affairs/start up and early trading activities of business
- 2013: Health; Justice; Economic affairs/expansion, change and end of activity; Focus on local government/two (possibly three) select Life Events[8]
- 2014: same as in 2012
- 2015: same as in 2013

By 2013, the Benchmark will cover approximately eight domains which is both an appropriate and feasible scope. By appropriate we mean that the scope of domains covers a reasonably wide range of government functions impacted by eGovernment[9], similarly to the 20 services. By feasible we mean that the approach is manageable in terms of workload and budget for Member States, the European Commission and the provider consortium.

Out of these approximately eight domains, a few specifically relate to local government; two to eGovernment services for Business (Economic affairs domain); the other four to high impact eGovernment services for Citizens (Employment/Education/Health/Justice domains).

Member States have two years to analyse findings and implement improvements in the domains. An evaluation every two years is better suited to capture improvements than a yearly evaluation.

The domain scope flexibly adapts to each methodology:

- For the User survey, we do not apply the Domain scope in its strict sense, but cover a longer list of citizen services than the above list. This maximizes the ‘incidence rate’, i.e. the probability to survey users who have effectively used an eGovernment service in the past.
- For Mystery Shopping the domain scope applies in full as stated above.

The table in previous page lists the domain choices for the 2012 Benchmark year. It indicates how the domains will be reported upon.

What is important to note is that the Benchmark results will be published in two separate volumes: a core report (covering the methods User survey and Mystery Shopping in line with this Method Paper at hand); a pilot report (covering the remaining method, to be decided in the second half of 2012).

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[7] http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Glossary:Classification_of_the_functions_of_government_(COFOG)
[8] The domains for 2013 will be decided by early 2013 through a collaborative EC-MS approach.
[9] For a classification of government domains, please see http://epp.eurostat.ec.europa.eu/statistics_explained/index.php/Glossary:Classification_of_the_functions_of_government_(COFOG).

3. User survey

3.1. The Method in brief

The User survey approach is based on the outcomes of the European Commission DG Information Society in-depth study on the 'Measurement of eGovernment user satisfaction and impact' which can be accessed at http://ec.europa.eu/information_society/activities/egovernment/studies/completed_studies/index_en.htm.

In this project a standard measurement framework for the measurement of eGovernment user satisfaction and impact was elaborated and approved to be used for future measurements.

The survey examines:

- **User profiles and target groups**: categorization of eGovernment users/ non-users (demographics, Internet use, levels of trust in using the Internet, attitudes towards and contacts with Government, …)
- **Usage of eGovernment services and Life Events**, including channel use and preferences, and likelihood of future use
- **User satisfaction:** satisfaction in comparison to other explanatory factors such as satisfaction with non-governmental eServices (eBanking, social networks, eCommerce…), user expectations and achievement of objectives
- **Perceived benefits (impact):** perceived benefits of using eGovernment channels and services
- **Barriers to use for eGovernment services including awareness**: explanatory factors that prevent citizens from using the online channel including lack of awareness.

Questions related to Usage and Satisfaction refer to three levels:

- The general user experience with eGovernment
- The user path experience for a particular Life Event, i.e. a sequence of services and administrative contacts, including other channels that are competing with the eChannel alongside the user path
- The experience with a particular services experienced during the last 12 months.

These parameters are key for eGovernment decision makers to position eGovernment services in the online market and ensure the efficiency and effectiveness of Government operations.

3.2. Approach

In the following paragraphs we explain the overall methodological approach i.e. the online panel survey (section 1.2.1), and thereafter the different steps in the actual set-up and execution of the user survey (1.2.2 onwards).

3.2.1. Online panel survey approach

For the execution of this survey, an online panel survey approach is used. This online survey approach is best suited to target and identify users of eGovernment services. For each of the benchmarked countries, a representative sample of Internet users is surveyed via local online panels to which the provider consortium has access.

The local online panels are existing panels, i.e. panels of people who have already granted permission to contact them for research purposes. These panels are set up in respect of privacy laws of the different Member States (i.e.

participation is permission based, on means of a double opt-in) and are in accordance with industry standards (ESOMAR guidelines[10]).).

The benefits of an online panel are multiple. With an online panel survey approach, the Internet user population as a whole is addressed and not solely visitors of specific websites or services within a specific period of time.

An online panel also makes it possible to control and analyze non-response, thus further contributing to the quality of the research. The method in fact gives us clear insight into the response and the non-response rate based on the difference between the initial sample (i.e. the number of respondents initially targeted) and the actual respondent database. This way a non-response analysis can be performed to ensure that non-response is distributed randomly and not systematically. If this analysis showed a significant skewness with regard to one of the categories, specific actions would be taken by the research team (for example performing extra online interviews) to correct for the skewness of the gathered data.

The online panel approach also provides the necessary data on (the reasons for) non-use of eGovernment by people who nevertheless have access to the Internet and Internet-based services.

Other major advantages of an online panel survey approach, with an emphasis on validity and reliability, representativeness and the use of scientifically approved methodologies, include:

- All members of the panels are recruited based on an intake questionnaire. This intake questionnaire contains a set of socio-demographical, attitude and use variables. To become a member of the online research panel, respondents have to fill in the intake questionnaire. Based on this information the representativeness of the sample can be monitored.
- Through the intake a set of variables is already collected upfront (e.g., socio-demographical variables like age, gender or education). This leaves more room in the questionnaire for the actual research questions themselves.
- Online panel research offers the possibility to ask a rich set of complex, interlaced questions. Building on previous answers within the same questionnaire very complex but to-the-point routings can be set-up. This way questions can be very precisely targeted towards certain profiles, users etc.
- In the survey we randomize response categories. Based on methodological research we know that some respondents have a tendency to make more use of the answers presented at the top of the page. By randomising response categories, this bias is neutralised.
- Online research requires a limited field time thus stimulating the accuracy of the gathered data, for this reason the questionnaire will be limited to 10 minutes, maximum 15 minutes to be filled out..
- The representativeness of the survey is guaranteed due to the fact that, after the termination of the field work, a very precise statistical control of the realised response and non-response is conducted, whereby the obtained sample can be compared with the population figures and interlaced weight factors can be calculated.
- A very broad reach is realised, controlled and monitored through one centralized online research team.
- The method proposed by the provider consortium allows real-time monitoring of the gathered data. This makes it possible to correct the data collection if and as soon as problems arise.

The survey will be executed via an online questionnaire for representative samples of Internet users in the EU27+ Member States. To guarantee a good representativeness and reliability, not only the sample size is important, but also the way in which respondents are recruited and reached. It is important to be able to select a sample from a population database that has both an appropriate size and a good distribution of population parameters. Based on such databases, proportionally interlaced stratified samples can be drawn. The approach for selecting respondents and structuring the sample is described in paragraph 1.4.

[10] http://www.esomar.org

3.2.2. Step-by-step description of the user survey set-up and roll-out

The following steps are part of the user survey process:

PHASE I

Step 1 : User survey methodological sign-off

Step 2 : Defining the research sample

Step 3 : Final version of the survey instrument

PHASE II

Step 4 : Programming and testing of the online survey instrument (English master version)

Step 5 : Translated versions of the survey instrument

Step 6 : Programming and testing of the online survey instrument (all language versions)

Step 7 : Preparation of the online fieldwork (panel member selection)

PHASE III

Step 8 : Recruitment of the panel respondents by e-mail invitation

Step 9 : Maximization of response rates by e-mail reminder

Step 10 : Follow-up and control of the online fieldwork

Step 11 : Ending the "live" fieldwork/online data-gathering

PHASE IV

Step 12 : Data-export, -cleaning and -filing

Step 13 : Intermediate deliverable: raw cleaned and weighted dataset for each MS

Step 14 : Analyzing and validating the results

Step 15 : Reporting and presenting the results

3.2.2.1. SURVEY INSTRUMENT FINALISATION

User survey methodological sign-off

The kick-off of the user survey follows the final agreement on the general methodological approach, as described in this Method paper, including agreement on the sampling and field research approach (see point 1.2.2.2.) and the basic survey questionnaire (see point 1.2.2.3.)

Defining the research sample

A proportionally interlaced, stratified sample design is used to set up representative samples within each of the EU Member States. Sampling structures are described in paragraph 1.4.

Final version of the survey instrument

The final English version questionnaire (offline Word master version) is to be agreed upon to start the actual online fieldwork process. The survey instrument and indicators are addressed from paragraph 1.5. onwards.

The English master version of the survey instrument includes an e-mail invitation and reminder texts that are used during the online panel fieldwork.

3.2.2.2. PREPATRATION OF FIELDWORK

Programming and testing of the online survey instrument (English master version)

The survey instrument is inputted using a chosen template in the online research system, using different question types, layouts and logos, (intelligent) routing flexibilities and other kinds of usability features which increase the response rate and improve response accuracy.

The online software tool used by the provider consortium includes a facility of multi-language design to efficiently program translations of the questionnaires in different languages, to offer language choice to the respondents and to obtain one single dataset independent of language choice.

After programming, the questionnaire is tested by the consortium’s research team and 10 dummy respondents...

Translated versions of the survey instrument

After sign-off by the EC of the online survey instrument (English master version), the survey questionnaire (including the e-mail invitation and reminder text) is translated in 24 languages (offline Excel input versions). Translations are put forward to Member State representatives for comments (on a voluntary basis) before online programming.

Programming and testing of the online survey instrument (all language versions)

The translated questionnaires are programmed, i.e. uploaded into the online survey software platform. A final check is performed on all versions by the consortium’s research team (using test links). Finally, the online survey instrument is “published” i.e. set live (using definitive hyperlinks).

Preparation of the online fieldwork (panel member selection)

After sign-off by the EC of the online survey instrument, the online fieldwork in all benchmarked countries is prepared. This phase includes the actual selection of online panel members that will be invited to participate in the survey.

The selection of members in the online research panels that are invited to participate is based on the principle of a proportional interlaced stratified sample. A sufficient number of respondents are selected/invited in order to a ensure a final response between 200 and 1.000 completed interviews (depending on country size, see section 1.4 onwards in each country.

3.2.2.3. FIELDWORK

Recruitment of the panel respondents by e-mail invitation

The respondents are invited by a personal introduction e-mail to participate in the survey. In this e-mail invitation they find a personal link to the questionnaire. It is important to note that this survey is based on a closed-invitation-only sample in each participating country.

To ensure the best-response-possible, the research design is based on the Tailored Design Method of Dillman[11]. When working with an online questionnaire, it is very important to design methodology, timing, content and lay out in such a way that the respondent is stimulated in a friendly, kind way to participate.

[11] Dillman, D.A. (1978) Mail and telephone surveys: The total design method.

Adopting the Tailored Design Method of Dillman means, among others, that a personalized e-mail is sent to each respondent, with a short explanation, an invitation to participate and the Internet address where they can fill in the questionnaire.

To increase the response rates of the survey it is also made clear to the respondents that the survey is commissioned by the EC.

Maximization of response rates by e-mail reminder

After a few days a reminder e-mail is sent. In this e-mail the respondents, who haven't filled in the questionnaire yet, are reminded to participate. In practice this further increases the response rate.

Follow-up and control of the online fieldwork

The response rate and progress of the online fieldwork is monitored constantly and in real-time.

The online survey system provides the research team with the tools for direct follow-up and quality checks:

- monitoring of e-mails sent, bounced back, received and opened/read
- registration of the number of questionnaires completed
- identification of problematic drop-out points
- follow-up of feedback given by respondents
- real-time statistical reporting tools to control representativeness

Real-time checks of responses (for example, whether quota set for different socio-demographic subgroups are being met) enable the research team, if necessary, to react immediately by e-mail reminders or recruiting extra respondents.

Ending the "live" fieldwork/online data-gathering

All data input from respondents is registered automatically in centralized databases. As soon as the quota set for completed interviews in a Member State are met, a provisional data export is made for quality checks before the online data-gathering process is ended.

The quota depend, apart from the overall number of respondents required, on the specific composition of the Internet user population in each Member State according to age and gender (interlaced) as defined by Eurostat indicators on "Internet use by individuals"[12] (see paragraph 1.4 on sample structures).

3.2.2.4. DELIVERING AND ANALYSING SURVEY DATA AND REPORTING CONCLUSIONS

Data-export, -cleaning and -filing

This phase includes several elements of data reporting, enabled by the online software tool:

- Export of the data to other (statistical) programs (for example SPSS, standard used by the contractor for statistical analysis).
- Labelling of the dataset by subtracting a codebook which makes it possible to label the resulting dataset for statistical analysis (standard: SPSS labelling).

[12] http://epp.eurostat.ec.europa.eu/portal/page/portal/information_society/

- The data are also exported in an open format (; -separated txt file) usable in any other database or analysis software (for example Excel).

The raw datasets are ‘cleaned’ (i.e. undergo final quality checks) before data are delivered and analyzed.

Intermediate deliverable: raw cleaned and weighted dataset for each Member State

The data for each country are weighted to represent the Internet population in each country in accordance with the statistical information on Internet adoption by Eurostat. Thus to control the representativeness of the obtained samples, the consortium will statistically control the obtained distributions of the survey by comparing them with the population figures based on the figures of Eurostat (statistics on the use of the Internet for each country, broken down by age and gender)[13]. If necessary interlaced weight factors will be calculated to correct for the possible skewness of the realised sample.

The consortium then provides each Member State with a file containing the raw weighted data for its country. This file will be delivered in CSV, Excel and SPSS format.

Analyzing and validating the results

The data are analysed by a team of experienced researchers, with in-depth knowledge of methodology and advanced statistical analysis. Seen the nature of the survey, no validation of the data will be conducted with Member States.

Reporting and presenting the results

The results are reported in electronic and printed form, in a manner conform with the demands of the EC and standard practices.

3.2.3. Project calendar

We foresee the following timing for the survey:

- Kick off: final agreement on user survey methodology. This includes upfront Member State agreement on methodology, the draft user survey, the sample size.
- Day 5: final English version questionnaire and field research approach (samples per Member State)
- Day 15: online survey instrument ready in English
- Day 25: all 24 translated Word versions ready
- Day 30: start input translations in online survey instrument
- Day 35: online survey instrument ready in all languages
- Day 40: preparation fieldwork in 30 MS ready (panel member selections)
- Day 40-55: online fieldwork (recruitment – real-time follow-up – reminder)
- Day 55-60: data-exports, -labelling, -cleaning and -filing
- Day 60: delivery of raw research data and the 25-language questionnaire
- Day 60-80: first analysis of results
- Day 81: reporting of first results and feedback EC
- Day 81-100: editing DRAFT final report
- Day 101: PowerPoint presentation DRAFT final report
- Day 110: final remarks EC concerning reporting
- Day 120: delivery final Word and PowerPoint report and survey data file

[13] http://epp.eurostat.ec.europa.eu/portal/page/portal/information_society/

3.3. Life Events and services considered

The framework we propose is based on an user Life Event model, hereby following the research model of the in-depth study on the measurement of eGovernment user satisfaction and impact and building on the 2010 eGovernment benchmark study which also has introduced the concept of Life Event.

The coverage of the survey needs to be broad.

As far as the units of measurement are concerned, our approach takes into account a wide variety of eGovernment applications and Life Events that lead individuals to interact with public agencies. The survey framework covers both Life Event processes in which 'eGovernment' channels and applications are used in combination as well as specific public eServices that are linked to such Life Events.

The resulting list is largely in line with the previous 20 services basket and Life Event services evaluated in the 2010 eGovernment Benchmark.

Also, the various types or levels of interaction with government are explicitly addressed in accordance with the different stages of development of online public service delivery (from information to electronic transactions and beyond).

Covering a broad set of possible interactions and eGovernment services maximizes the incidence rate of the survey, i.e. the relative number of respondents who will effectively have used an eGovernment service and can report on this experience.

The survey is based on Life Events.

A Life Event approach envisions eGovernment primarily as a process in which different government levels, public agencies and services are involved, but of which citizens are not aware or make abstraction since they tend to deal (only occasionally) with 'government-perceived-as-a-whole' whenever a specific problem or event occurs in their lives.

In going beyond individual public sector organizations' products and in measuring satisfaction with the way (electronic) interactions with government develop in the course of a certain Life Event, the issues of the interoperability and connectedness of public agencies are implicitly addressed.

Moreover, Life Events, such as for example "I retired" or "I want to enrol in higher education", are more highly and universally recognizable entry points to be used in survey questionnaires, compared with the specific, often more abstractly labelled services offered by public sector agencies in different countries.

List of services and Life Events covered

The listing below shows which services and Life Events will be covered in the survey. These are:

- Enrolling in higher education and/or applying for a study grant
- Starting a procedure for a disability allowance
- Looking for a job
- Becoming unemployed
- Retiring
- Applying for a driver's licence (or renewing an existing one)
- Registering a car
- Buying, building or renovating a house

- Moving and changing address within one country
- Moving or preparing to move to another country (ex. to study, work, retire…)
- Needing a passport to travel to another country
- Declaring the birth of a child and/or applying for a birth grand
- Marrying or changing marital status
- Death of a close relative and/or starting an inheritance procedure
- Starting a new job
- Making a doctor's appointment in a hospital
- Reporting a crime (smaller offences, e.g. theft, burglary etc.)
- Declaring income taxes
- Making use of the public library

3.4. Sampling structure

3.4.1. The survey's target group

The survey solely focuses on Internet users in the benchmarked countries thus i.e. actual or potential users of eGovernment services. The survey therefore distils information on the (non-)use of eGovernment among the Internet population, but does not take into account citizens who are not using the Internet at all, since we are working with "online" panels..

3.4.2. Deciding on the sample size

Based on both methodological and budget considerations of the study, a sample size of 1000 respondents is used for the larger countries (N= 1000; 95% reliability, maximal theoretical CI = ±3,10) . For the 5 smallest countries (Cyprus, Malta, Luxembourg, Iceland and Croatia) a sample size of 200 respondents is used (N= 200; 95% reliability, maximal theoretical CI = ±6,93). Thus, a total sample of N = 26,000 citizen respondents is obtained for the whole survey. This last aspect is important because it allows to do more detailed reliability analysis of the proposed measurement instrument at a higher (subgroup) level.

The following samples per country are to be obtained:

COUNTRIES	Languages	Citizen N=	Max. confidence interval (reliability of 95%)
Austria	German	1000	+3,10%/-3,10%
Belgium	French-Dutch	1000	+3,10%/-3,10%
Bulgaria	Bulgarian	1000	+3,10%/-3,10%
Cyprus	Greek	200	+6,93%/-6,93%
Czech Republic	Czech	1000	+3,10%/-3,10%
Denmark	Danish	1000	+3,10%/-3,10%
Estonia	Estonian	1000	+3,10%/-3,10%
Finland	Finnish	1000	+3,10%/-3,10%
France	French	1000	+3,10%/-3,10%
Germany	German	1000	+3,10%/-3,10%
Greece	Greek	1000	+3,10%/-3,10%
Hungary	Hungarian	1000	+3,10%/-3,10%
Ireland	English	1000	+3,10%/-3,10%

Italy	Italian	1000	+3,10%/-3,10%
Latvia	Latvian	1000	+3,10%/-3,10%
Lithuania	Lithuanian	1000	+3,10%/-3,10%
Luxembourg	French	200	+6,93%/-6,93%
Malta	Maltese	200	+6,93%/-6,93%
Netherlands	Dutch	1000	+3,10%/-3,10%
Poland	Polish	1000	+3,10%/-3,10%
Portugal	Portuguese	1000	+3,10%/-3,10%
Romania	Romanian	1000	+3,10%/-3,10%
Slovakia	Slovak	1000	+3,10%/-3,10%
Slovenia	Slovenian	1000	+3,10%/-3,10%
Spain	Spanish	1000	+3,10%/-3,10%
Sweden	Swedish	1000	+3,10%/-3,10%
Switzerland	German	1000	+3,10%/-3,10%
Turkey	Turkish	1000	+3,10%/-3,10%
United Kingdom	English	1000	+3,10%/-3,10%
Iceland	Icelandic	200	+6,93%/-6,93%
Norway	Norwegian	1000	+3,10%/-3,10%
Croatia	Croatian	200	+6,93%/-6,93%
TOTAL		26.000	

Table 1: sample size and maximum error margin at 95% reliability per country

Concerning the size and composition of these survey samples two questions are considered:

1. What size should the sample have to ensure appropriate reliability?
2. Are the costs of the sample in an acceptable relation with the potential benefits?

What size should the sample have to ensure appropriate reliability?

To answer this question we have to make use of the concept of "confidence interval". Here again two questions must be answered:

1. How wide or narrow must our confidence interval be? In other words what is the maximum difference in % that the result of our survey may differ with the actual population value? More precisely, a confidence interval for a population parameter is an interval with an associated probability p that is generated from a random sample of an underlying population such that if the sampling was repeated numerous times and the confidence interval recalculated from each sample according to the same method, a proportion p of the confidence intervals would contain the population parameter in question. Confidence intervals are the most prevalent form of interval estimation.
2. What risk on a bad confidence interval will we allow ourselves? In other words: how certain do we want tot be that the given confidence interval is correct?

We use a confidence interval ranging from +6,93%/-6,93% for the smaller countries in population size to +3,10%/-3,1% for the largest countries with a reliability of 95%. Thereby we use very strict scientific criteria. We allow a maximum difference ranging from +6,93%/-6,93% to +3,10%/-3,10% between the obtained results and the population results and we are for 95% sure that this is correct.

A realized sample of 1000 respondents per Member State (with larger population size) is needed to be able to obtain reliable conclusions based on a reliability of 95% so that the obtained results differ a maximum of ± 3,10% from the (mostly immeasurable) population figure. For the five Member States with the smallest population size a realized sample of 200 respondents is needed to be able to obtain reliable conclusions based on a reliability of 95% so that the obtained results differs a maximum of ± 6,93% form the (mostly immeasurable) population figure.

Are the costs of the sample in an acceptable relation with the potential benefits?

The sample size is influenced by the cost of obtaining the sample. The best possible sample is a total population research (i.e. interviewing a total target population). But most often this would require a huge budget and moreover the impact on the confidence interval (CI) and the reliability % is often only minor.

But not only is the size of the sample important, also the country size itself. Some countries are easier to contact than others (e.g. very small countries are more expensive than larger countries where the research market is more mature). Thus one can easily see that if it is more difficult to obtain a certain number of completes (this is validated filled in questionnaires of respondents whom participated in the study) within a small country, this will have an impact on the price (i.e., it will cost more to obtain these completes). The total cost of 200 interviews in the smallest countries equals or is even higher than the total cost of 1000 interviews in larger countries. Due to this fact, we must make a distinction between the larger and very small countries which in turn justifies the distinction in sample sizes between the very small and the other countries.

Based on these considerations, the consortium adopts the sampling structure shown in the table 1. Within each Member State, if necessary, the sample obtained is weighted to be representative for the Internet population as far as composition according to age and gender (interlaced) is concerned. All survey samples are the result of country based quality online panels with an normal spread of respondents over the country.

In order to prove this reasonable sample spread over the NUTS categories[14] we will integrate in the questionnaire a questions (see Q29 in annex X) asking for region (as indicator for NUTS category 1 for the concerned member states). As noted, population figures are drawn from Eurostat statistics on Internet use in each of the 27+ EU Member States.

3.5. The list of research questions

The framework that we will use for the survey questionnaire consists of four different parts and is based on the standard for this type of research developed for the study on the measurement of eGovernment user satisfaction and impact, commissioned by the EC in 2008 and mentioned previously. The four parts cover:

- User types and target groups
- Usage and user awareness of eGovernment processes
- User satisfaction with eGovernment processes
- Impact (perceived benefits), channel preferences and future use.

[14] NUTS is the acronym of Nomenclature of territorial units for statistics and it's Eurostat's system for classifying geographical units of the European Union. For further details please look at: http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction

What follows is a textual description of each layer separately. The actual questionnaire is presented in Annex 1.

3.5.1. User types and target groups

As far as the categorization of eGovernment users/non-users is concerned, we distinguish four layers:

- Citizen profiles based on personal socio-demographic data and information;
- Users' levels of ICT use, skills and experience
- User experience with non-governmental Internet-based services
- Frequency of contacts and dealings with government in general and in different roles (such as end user, as an intermediary or not, and through an intermediary or not)

The fifth layer of the "User satisfaction instrument" based on the 2008 study in not applied for this benchmark, this layer concerns trust in government, administration and internet in general.

The basic logic that underlies these five modules is the intention to:

- Identify user types and profiles along different relevant axes (socio-demographic and relationships with ICT and with government)
- Categorize citizens into target groups, for example: students, retired persons, , etc.
- Differentiate users according to levels of use, skills and experiences with ICT in general and with Internet-based services in particular
- Compare usage of and satisfaction with eGovernment to other Internet services
- Control for user expectations concerning eGovernment (it is assumed that a high level use of and satisfaction with private, commercial services and applications will result in a high(er) level of expectations concerning public services and applications)

The five layers each include the following variables:

I. Citizen profiles

Socio-demographic data including gender, age, educational level, social or professional situation, and household income.

II. ICT use, skills and experiences

ICT-related variables are use of ICT, frequency of use of the Internet and purpose of use of the Internet. Among these the frequency of use of ICT is of prime importance in order to differentiate light, moderate and heavy users.

III. Use of and satisfaction with Internet-based services

This module measures the use, and the frequency of use, of ICT (specifically, use of the Internet) for a range of activities in private and public eService domains as well as the overall level of satisfaction with these services. These include: eBanking, eVommerce, eTravel, eCulture, eLearning- compared to e-participation eGovernment.

IV. Attitudes towards government

This module addresses satisfaction with the service quality level of public administrations in general in order to be able to control for preconceived judgments.

V. Contacts with government

Citizens can be categorized according to the frequency or degree to which they have contact with government (including government agencies) and make use of government services. Relevant distinctions are made concerning contacts which take place:

- For different types of interaction (information, communication, services…)
- For private/professional purposes

- For the individuals' own purposes / on behalf of others (i.e. acting as intermediary)

3.5.2. Usage of eGovernment processes

This part of the questionnaire intends to measure the usage of eGovernment processes preliminary to the measurement of user satisfaction with the eGovernment applications that are actually used. This part describes the way how these processes are measured. In section 1.3. we have described the actual services that will be benchmarked in this survey.

The module starts off by surveying whether a respondent has had contact with government (agencies) due to a certain Life Event. Subsequently their potential role as an intermediary is probed (e.g., whether they had such contact for their own purposes or on behalf of friends, relatives or clients) and how (channels).

Potential methods of interaction include traditional and "eGovernment" channels:

- In-person, face-to-face
- Mail, posted letter
- Telephone
- SMS
- Website
- E-mail
- Smart phone / tablet

Satisfaction may depend on the kind or level of interaction:

- Searched for information
- Communicated question, suggestion, complaint (via e-mail/form)
- Applied for service (by downloading form)
- Applied for service (by uploading form)
- Got service delivered (electronically)
- Got particular service pro-actively without asking for it

One other important aspect has to be considered with regard to, potentially influencing the level of satisfaction, i.e. : the actual status of service delivery which may influence satisfaction, e.g., no service requested; service requested/applied for, but service delivery is ongoing; and service received (service delivery process is completed).

3.5.3. Satisfaction with eGovernment processes

This module provides the basic standard for measuring user satisfaction with a citizen Life Event or service. Satisfaction with eGovernment processes is measured through three components:

- Overall evaluation or level of satisfaction
- Comparison with expectations
- Achievement of objectives

Overall evaluation

Overall satisfaction with the life event related eGovernment experiences is measured as such on a scale from 0 to 10, with 0 meaning that citizens were totally dissatisfied and 10 that they were totally satisfied.

Comparison with expectations

Apart from the overall satisfaction with eGovernment processes as such, evaluation of eGovernment is also measured in relationship to citizens' prior expectations and preconceived judgements: "How did the services compare with what you had expected?"

Achievement of objectives

Finally, the survey assesses the achievement of objectives. This comes down to the basic question: "In the end, did you get what you wanted or needed?"

3.5.4. Impact, channel preferences and future use

This module builds on the experiences of respondents identified in the previous parts or layers of the framework / questionnaire(s) in order to measure:

- Perceived benefits, outcomes and impacts
- Channel preferences and likelihood of future use
- Barriers and motivators for (increased) future use

I. Perceived benefits, outcomes and impacts

Perceived benefits of using electronic services/eGovernment channels are to:

- Save time
- Gain flexibility (in time and place)
- Get better control over the process
- Save money
- Increase trust
- Increase transparency
- Improve quality of service

II. Channel preferences and likelihood of future use

This module measures the preferences of citizens and businesses for future use. That is, if the respondents were to use a service again, how likely is it that they would re-use the same channel for contact or access. What other channels or means of access would they prefer? Here again a whole spectrum of traditional and 'eGovernment' channels is considered:

- In-person, face-to-face
- Mail, posted letter
- Telephone
- Website
- E-mail
- Smart phone / tablet

III. Barriers and motivators for (increased) future use

In a final module, the issue of future use is further elaborated by measuring indications on specific barriers to as well as potential motivators for (increased) future use. These include:

- Awareness
- Trust

- Personal skills
- Findability
- Accessibility
- Usability
- Service quality
- Timeliness

The survey questionnaire can be found in a separate document.

3.6. Indicators

The following tables 3 and 4 (see pages below) summarize the indicators that the User survey methodology will generate.
Each table splits indicators into:

- Compound indicators, i.e. the most disaggregate information that the Benchmark report will produce
- Synthetic indicators, i.e. the first level of aggregation of metrics into composite indicators
- Top level benchmark, i.e. the second and last level of aggregation of metrics into benchmarks which correspond to the eGovernment Action Plan's priorities.

Table 3 details the Top level benchmark indicator "User-centric Government" whilst Table 4 details the Top level Benchmark indicator "Effective Government". The Top level benchmark indicators refer to pillars User Empowerment and Efficiency & Effectiveness of the eGovernment Action Plan as anticipated in section 2 of this Method Paper.

For each indicator, the tables show:

- The method of calculation i.e. how the survey responses are translated into (average) percentages or scores.
- The survey question the indicator is derived from. The survey questionnaire can be found in Instalment 2.
- The level at which the data will be presented. This can either be the Member State level (abbreviated MS), the EU level (abbreviated EU), or both.

The first Top level benchmark indicator **"User-centric Government"** reflects the "unexploited user potential" of eGovernment services on the one hand and the potential of eChannels (being: e-mail, websites and mobile applications) on the other hand.

The Synthetic indicator "Unexploited user potential" reflects the lack of awareness of non-users about the existence of eGovernment services as well as the other possible reasons for non-use (barriers). All this information is based on Question 12 of the questionnaire in Instalment 2. The channels used and preferred are the results of Questions 9 and 10.

The second Top level benchmark indicator **"Effective Government"** reflects the sentiments of the "users" of eGovernment services and is composed by the Synthetic indicators "eGovernment use", "User satisfaction" and "Impact".

eGovernment use is based on compound indicators of eGovernment use, addressing use per Life Event, in Question 9, and use of different types of eServices (eGovernment, but also e.g., eBanking), in Question 2. The Satisfaction indicator is composed of satisfaction quotations and the fulfilment of expectations (Questions 17 and 18). The Impact indicator is composed of likelihood of re-use (Question 20) and perceived benefits (Question 21).

Calculations of the Compound indicators are mostly based on (average) percentages. For example: the indicator "Lack of awareness" is calculated as the % of non-users who indicate this as a reason for non-use of eGovernment services;

the indicator “eChannel use” is calculated as the % of users who, in the past 12 months, used e-mail, websites or mobile apps for their interaction with public administrations in the context of a Life Event.

Key indicators	**Awareness**	**Barriers to use**			**Preference**
Compound indicator	**Lack of awareness**	**Lack of willingness to use**	**Lack of trust to use**	**Lack of ability to use**	**Channel preference**
Calculation	% Lack of awareness/non-users	% Lack of willingness/non users	% Lack of trust/non users	% Lack of ability/non users	% eChannel Preference
Questionnaire	Q12	Q12	Q12	Q12	Q10
Level	EU + MS	EU + MS	EU + MS	EU + MS	EU + MS
Synthetic indicator	**Unexploited user potential**				**eChannel potential**
Calculation	% Lack of awareness + barriers as a share of the Internet population (on a 0-100 negative scale)				% of eChannel preference
Level	EU + MS				EU + MS
Top level benchmark	**User-centric Government**				
Calculation	((100-Unexploited user potential) * eChannel potential)/100 (scaled on 100)				
Level	EU + MS				

Table 3. Top Level Benchmark for User Centric Government

Key indicators	**Usage**		**Satisfaction**			**Impact**	
Compound indicator	**Usage of eGovernment (also in relation to other types of Internet-based activity)**	**eChannel usage**	**User satisfaction of eGovernment (also in relation to other types of Internet-based activity)**	**User satisfaction of eChannel in life events (also in relation to public services)**	**Fulfillment of expectations**	**Likelihood of re-use**	**Perceived benefits**
Calculation	% Usage Q6 + (Q6-Q2)	% eChannel Use	Average score on 10 point scale Net user satisfaction score = (% score 9-10) - (% score 0-6) (rescaled on a 0-100 scale) Q15 + (Q15-Q3)	Average score on 10 point scale Net user satisfaction score = (% score 9-10) - (% score 0-6) (rescaled on a 0-100 scale) Q17 + (Q17–Q4)	(% better + much better than expected) - (% worse + much worse than expected) (rescaled on a 0-100 scale)	% eChannel re-use (likely + very likely)	(% agree + strongly agree) - (% disagree + strongly disagree) (rescaled on a 0-100 scale)
Questionnaire	Q2, Q6	Q9	Q3, Q15	Q4, Q17	Q18	Q20	Q21
Level	EU + MS	EU + MS	EU + MS	EU + MS	EU + MS	EU + MS	EU + MS
Synthetic indicator	**eGovernment use**		**User satisfaction**			**Impact**	
Calculation	Average of usage of eGovernment and of eChannel usage		Average of user satisfaction of eGovernment, user satisfaction of eChannel in life event and fulfillment of expectations			Average of likelihood of re-use and perceived benefits	
Level	EU + MS		EU + MS			EU + MS	
Top level benchmark	**Effective Government**						
Calculation	((User satisfaction + Impact)/2) * eGovernment use/100 (scaled on 100)						
Level	EU + MS						

Table 4. Top Level Benchmark for Effective Government

In some instances, e.g. for the indicator “Likelihood of re-use”, calculations are based on aggregating “top answers”, such as “% likely” + % very likely“ to re-use eChannels.

Since user satisfaction is measured by using a 0-10 points scale, the resulting indicators are based on the calculation of average scores on this scale. As an extension, for the compound “satisfaction” indicators, also a net satisfaction score is calculated: (% score 9-10) - (% score 0-6), reflecting the philosophy of the Net promoter score which is widely used in business related studies of consumer satisfaction.

All the compound indicators are expressed in a 0-100 scale (rescaling is done when needed) in order to have an easier comparison between them.

The Synthetic indicators are calculated by averaging compound indicators and are expressed as percentages (e.g., calculated across Life Events).

The Top level benchmarks are a rationalised combination of the Synthetic indicators’ percentages.

In the case of User-centric Government the “Unexploited user potential is turned positive, to give expression to a Top level indication of eGovernment potential by MS.

In the case of Effective Government, calculation is based on the combination of 3 underlying Synthetic indicators; being usage, satisfaction and impact. The indicator is calculated as the average % of users with high satisfaction and likely re-use. This figure is multiplied with the % of actual eGovernment users as a share of the Internet population. The outcome is divided by 100 to produce a score on a 0-100 scale.”

4. Mystery Shopping and top level overview

4.1. In brief

Mystery Shopping is a proven evaluation method of online offerings of all kinds which places the user journey and experience at the centre of attention of the evaluators. It involves the use of Mystery Shoppers who are trained and briefed to observe, experience, and measure a (public service) process by acting as a prospective user.

Mystery Shopping can be used for comparing service offerings in different EU countries in terms of the services available and their quality.
Recent examples for such comparative studies include:

- 'Consumer Market Study on the consumers' experiences with bank account switching with reference to the Common Principles on Bank Account Switching' (European Commission, Health and Consumers Directorate-General)[15];
- 'Mystery Shopping Evaluation of Cross-Border eCommerce in the EU' (European Commission, Health and Consumers Directorate-General)[16]; '
- Online Cross-Border Mystery Shopping- State of the e-Union' (The European Consumer Centers' Network)[17].

In the context of the eGovernment Benchmark, Mystery Shopping focuses on the capability of public administrations to provide eGovernment services. The evaluation covers:

1. services' availability
2. services' usability
3. the transparency of service delivery processes, of public organisations and the handling of personal data
4. the integration of IT enablers in the service delivery chain.

The evaluation encompasses Life Events, a concept that was introduced to the eGovernment Benchmark in 2010.

'Life events are package government services which are usually provided by multiple government agencies around a subject that makes sense to the citizen. The IT systems of the participating government agencies then co-operate (i.e. interoperate) for the seamless delivery of the e-service.'[18]

The following Life Events are evaluated in 2012:

- Life Event '**Losing and Finding a Job'**[19]. This is to a large extent the same Life Event as in 2010. Minor changes have been made to the labelling of steps only.
- Life Event '**Start Up and Early Trading Operations of Businesses'**[20]. This is to a large extent the same Life Event as in 2010. Whilst the 2010 Benchmark was limited to 'Start Up' processes, the 2012 Benchmark includes 2 additional process steps on 'Early Trading Operations'. These are: 'hiring personnel' and 'applying for an environmental permit'.
- Life Event '**Studying**'[21]. This is a new Life Event.

Each Life Event is assessed against a detailed evaluation checklist. This checklist objectively documents the availability of services and their features. Evaluation questions are most often binary, with two (yes/no) answer options. A few questions require ratings from Mystery Shoppers, reporting their perception of a service in terms of timeliness and ease of use. Finally, Mystery Shoppers are requested to report on best practice cases verbatimly. The quantitative

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[15] http://ec.europa.eu/consumers/rights/docs/switching_bank_accounts_report_en.pdf
[16] http://ec.europa.eu/consumers/strategy/docs/EC_e-commerce_Final_Report_201009_en.pdf
[17] http://ec.europa.eu/consumers/ecc/docs/mystery_shopping_report_en.pdf
[18] http://ec.europa.eu/idabc/en/document/1644/5848
[19] This Life Event falls under the domain 'Employment'. Reference to XXX
[20] This Life Event falls under the domain 'Economic affairs'. Reference to XXX
[21] This Life Event falls under the domain 'Education'. Reference to XXX

data generated by the Mystery Shopping are put under the central experts' and Member State legates' scrutiny for sign-off to ensure their accuracy.
Given the degree of novelty implied by the mystery shopping approach and by the new benchmarking indicators, great care will be given to the possibility for Member States to validate the results to the greatest possible extent. However, Mystery Shoppers are not allowed to actually transact. If this prevents a shopper from assessing a service, the shopper will search for general available information on the website that could give an indication and answer the question. This distinction will be made explicit for Member States in the validation of results. When the Shopper still does not succeed, the option will be left blank and input from the Member State is needed to provide the answer. This issue will not appear for informational services nor for every compliant service.

The Mystery Shopping methodology builds on prior Benchmark experience with the web survey and the 2010 Life Events assessment. The methodology has been designed to on the one hand effectively address the limitations of previous tools, and on the other hand reduce the workload of Member State legates. The box below further explains these considerations.

Methodological improvements through Mystery Shopping

The Mystery Shopping methodology builds on prior Benchmark experience with the web survey and the 2010 Life Events assessment. The methodology has been designed to on the one hand effectively address the limitations of previous tools, and on the other hand reduce the workload of Member State legates.

*In terms of **Scope** the following adjustments have been made compared with previous- year evaluations:*

- √ *Mystery Shopping covers a set of interrelated services (i.e. a Life Event) instead of a single service (≠web survey of the 20 services).*
- √ *Mystery Shopping evaluates interactions with multiple administrations and across multiple web sites.*
- √ *Mystery Shopping focuses on a few (high-impact) domains and assesses them in depth including metrics such as Key Enablers, Usability and Transparency.*
- √ *Mystery Shopping is case-based. Each case is based on a fictive persona which is detailed in terms of age, gender, occupation, and needs parameters.*
- √ *Whilst Mystery Shopping remains strongly data-driven, Mystery Shoppers also report back on their Shopping experience verbatimly to identify good practice.*

*In terms of **Burden** the following adjustments have been made compared with previous year evaluations:*

- √ *Mystery Shopping is an external assessment conducted by analysts instead of Member State legates (≠ 2010 Life Event measurement).*
- √ *Mystery Shoppers both identify the URLs to survey and perform the actual evaluation, significantly reducing Member State workload.*
- √ *Training, Q&A and helpdesk are fully centralized. Each Mystery Shopper receives the same training and briefing.*
- √ *Two shoppers conduct the same evaluation. Discrepancies in results are detected automatically, well before they are submitted to Member State legates for validation.*
- √ *Mystery Shoppers could in subsequent years evaluate additional services and/or an adapted scope.*

The next section provides additional details on the Mystery Shopping approach.

4.2. Life Events and Personas

For each domain, use cases and **Life Events** modelling a potential user journey are defined. Life Events have already been introduced in the 2010 Benchmark edition[22] as a powerful tool to assess eGovernment service delivery from the User perspective, measuring public service processes alongside a user path, regardless of the administrative structure and service delivery responsibilities within a country. The Life Event approach enables the study team to integrate different aspects of public service delivery (such as online availability of services, cross border mobility and key enablers) into a single, comprehensive measurement journey.

22 'Starting Up a Business' and 'Losing and Finding a Job'

Basic and extended services

Assessing a Life Event implies evaluating a sequence of services and administrative procedures from the viewpoint of the user (as opposed to the administration-centric viewpoint taken in the 20 services measurement). This means that for each Life Event, the Benchmark covers all relevant interactions with Government an individual or business may seek. This requires that the Benchmark considers both the availability of:

- **Basic services:** services and procedures needed to fulfil the essential requirements of a Life Event, i.e. core registration and other transactional services
- **Extended services**: services and procedures that go beyond the basic requirements of a Life Event, i.e. Government providing services for convenience and competitiveness in a 'providing environment', facilitating and easing the user on his journey

National and cross-border services

A second typology of the services within the Life Event process model concerns the distinction between national and cross-border services. To maintain a feasible scope of the exercise, one Life Event for businesses and one focused on ctizens will be assessed from a cross border perspective:

-
- **For 'Business Start-ups and Early Business Operations',** services related to the registration phase will be assessed from a cross-border perspective.
- **For 'Studying',** almost all services are relevant and can be assessed from a cross-border perspective, except for when a service concerns a specific national procedure (eg 'request portability of student grant abroad').

The Life Event 'Losing and Finding a Job', will not be assessed from a cross-border perspective. The EURES initiative covers the cross-border aspect of 'finding a job' and 'losing your job' can be best considered as part of another Life Event, such as 'working and living abroad'.

Cross-border assessment means that a citizen from country A will apply for a service in country B. The Mystery Shoppers will hence assess their national country as well as a foreign country. The allocation of Shoppers to a country will be done as follows:

- The cross border assessment for country A will be done by 2 other shoppers than those in charge of the national assessment. They will both shop from the same country. Two foreign countries will be chosen for the cross-border assessment (one for the citizen LE and another for the business LE). The first country will be chosen based on migration flows data by Eurostat (the one with the most relevant flow will be chosen) while the second one will be chosen completely at random.

Modeling approach

The approach used to model the Life Events consisted of four steps:

1. Desk research to identify relevant services. EC and national websites were researched and relevant studies regarding the various domains were used to determine the individual process steps of each Life Event.
2. Describing a persona for each life event, based on the desk research and available statistics in the domain. Each persona is described through parameters such as locality, age, gender, occupation and needs.
3. Piloting the process model in randomly selected countries to determine if the process model is likely to apply in the benchmarked countries.
4. Finalization of the draft process model based on Member State comments during the methodological preparations' phase. Each Life Event distinguishes a few general stages, composed of individual services.

Selection criteria applied when identifying services as basic services are:

- Applicability in most of EU27+
- High-impact, including essential steps regarding the Life Event without which a user would not be able to complete his journey (e.g. key registration services, legal obligations,…)
- Consistency with the 2010 Life Event models (in the case of 'Starting up' and 'Losing and Finding a Job)
- Relevancy of a service based on desk research insights into relevant (EC and Erasmus) studies
- Results of piloting the Life Event process model from the perspective of the persona, in a selection of Member States
- The collaborative process with Member States and European Commission consultation

Selection criteria applied when identifying services as extended services are:

- High-value, value-add services with innovation potential and/or relevance from a policy perspective and aimed to increase convenience for the user and/or competitiveness of public sector service delivery and a country's economy.
- Results of piloting the Life Event process model from the perspective of the persona, in a selection of Member States.
- The collaborative process with Member States and European Commission consultation

The elaborated process models and persona's for each Life Event can be found in the Annex A.

4.3. Approach

The research approach to Mystery Shopping consists of the following steps:

Steps which are part of the Methodological preparations:

- Step 1- User Journey Mapping and description of personas
- Step 2- Determining the sample size per country
- Step 3- Preparation of draft questionnaire
- Step 4 -Definition of indicators

Steps which are part of the field work:

- Step 5- Selection of URLs by Mystery Shoppers and reporting on web sites' specific eID requirements
- Step 6- Landscaping and validation of URLs by Member State legates
- Step 7- Programming, testing and finalization of questionnaire
- Step 8- Training of Mystery Shoppers
- Step 9- Questionnaire roll out
- Step 10- Data processing and quality control
- Step 11- Validation with Member States
- Step 12- Final data editing and computation of indicators
- Step 13- Visualization and reporting out

Step 1- User Journey Mapping/Description of personas

The first step of the research is to model the User Journey and describe the personas and use case scenarios for each Life Event under evaluation. These are described in section 4.4 and Annex 2 below.

Step 2- Determining the sample size per country

The second step consists of determining the sample size (i.e. number web sites to visit) for each country.
The sample sizes are kept as consistent as possible across countries, taking into account the service delivery structure (i.e. services possibly being delivered at the regional or local level) and size of the country. The sample size per country is shown in section 4.5 below.

Step 3- Preparation of draft questionnaire

The third step consists of drafting the questionnaire on which Mystery Shoppers base their evaluation. The draft questionnaire is provided in Annex 3 and Annex 4. This questionnaire is extensively based on previous benchmark surveys.

Step 4- Definition of indicators
The fourth step consists of defining the indicators the method will generate. They are described in section 4.6.

Step 5- Selection of URLs by Mystery Shoppers and identification of specific eID requirements
In 2010, the web sites to survey were provided by Member State legates. In 2012, the URLs will be identified and collected by Mystery Shoppers with support from the central team in a dedicated preparatory field work phase.

The selection of URLs is organized according to a White Box approach.

A White Box approach is a research approach where the researcher is provided with all available information on the research subject prior to the assignment.

In the context of the eGovernment Benchmark, a White Box approach implies that the Mystery Shoppers receive all information the provider consortium holds prior to their assignment. They receive the URLs from previous years and verify i) whether they are still operational and ii) whether they still correspond to the service under evaluation.

For the Life Event Losing and Finding a Job:

- Mystery shoppers receive the URLs used in 2010 for this Life Event and verify whether the URLs are still i) operational ii) relevant for given service.
  In case a given URL is no longer operational or relevant, Mystery Shoppers are requested to identify an alternative URL first via the initial domain name, second via the National Employment Portal (this can be indicated by Member States in the Landscaping, see step 6 below or is the portal used in the 2010 research for this Life Event), third via google.com. They are requested to follow the given search paths in exactly this order, following detailed search instructions.

For the Life Event Business Start Up and Early Trading Activities:

- Mystery shoppers receive the URLs used in 2010 for this Life Event and verify whether the URLs are still i) operational ii) relevant for given service.
  In case a given URL is no longer operational or relevant, Mystery Shoppers are requested to identify an alternative URL first via the initial domain name, second via the relevant Business Portal (or Point-of-Single-Contact for cross border services; these are to be indicated by Member States in the Landscaping, see step 6 below), third via google.com. They are requested to follow the given search paths in exactly this order, following detailed search instructions.

  For the new process step 'hiring personnel' Mystery Shoppers will gather new URLS again through first the relevant Business Portal(s), then via google.com. For the new process step 'environmental permit' the 2010 web survey URLS for this service (which was part of the 20-services basket) will be the starting point for Mystery Shoppers' inquiry.

For the Life Event Studying:

Mystery shoppers receive the URLs used in 2010 (for those process steps covered in the 20-services Benchmark: 'enrolment in university'; 'applying for student grants') and verify them. For the other process steps, they are asked to identify the new URLS first via the national portal(s) (used in the 2010 Benchmark edition) and second via google.com. They are requested to follow the given search paths in exactly this order, following detailed search instructions.

When verifying and identifying the URLs, Mystery Shoppers are further requested to note, for each web site, whether there are any specific identity requirements for accessing it.
Such requirements can be:

- A generic electronic identifier (e.g. a national eID card)
- A specific electronic identifier (e.g. a matriculation number for students)

Step 6- Landscaping and validation of URLs by Member State legates
Based on the URL list elaborated in the previous research step, Member State representatives are requested to complete their country landscaping.
The information request to Member States is strictly limited to:

- whether the portals (or domain websites) which have been pre-selected are the correct portals to refer the research to (tick box and entry field for new URL; this part of the landscaping will be pre-filled, including 2010 information)
- whether a given service is provided automatically (tick box and entry field for explanation)
- whether a given service is to be considered non-relevant (tick box and entry field for explanation; this will be pre-filled based on 2010 information where available)
- whether a given services is provided by the private sector (tick box and entry field for explanation)

Countries can, on a voluntary basis, validate their country URLs and request changes they deem necessary. These requests will be examined by the central team.

Automated service provision refers to a service being provided to the user without the user having to request it. A service for instance is entirely back-office enabled through base registries (Example: in a given country, an administration will never request a certificate of good conduct from a user when the administration has access to it via a base registry). Automated service provision hence does not involve any interaction whatsoever of the user with the administration to obtain the specific service. It may, however, be the consequence of a previous interaction with the administration related to another service (Example: business starter allowances are granted automatically, once the entrepreneur has registered his business with public authorities).

Services considered *not-admissible* for scoring (*non-relevant/not-applicable services*) are only services to which the following assumptions applies:

- Basic service (*non-relevant*): The service is not required for the fulfilment of the persona's basic needs (as in 2010)
- Basic service (*not-applicable*): Ruling law that makes digitalization of the service impossible when this is functional to higher priorities than customer satisfaction [23]
- Extended service (*non-relevant*): In general no exceptions are admitted (except cases where a service does not make sense in the specific national setting)

Member States will have to provide an explanation in the landscaping, when they want to consider a service as non-admissible, with more detailed explanations on the motivations behind not-applicable services.
While non-relevant services won't be visualised in the LE description in the country profiles, not-applicable services will be mentioned with explanations that will state why they are not applicable.

Services provided by the private sector (no matter if explicitly on behalf of government or not) or any other intermediary (e.g. a Chamber of Commerce requesting Business certificates on behalf of the user for enterprise creation purposes) will be taken into account as regards the measurement. When a specific service is provided by the private sector, this will be made very clear in the presentation of results (similar to the colored charts in country sheets in the 2010 report). It is relevant for a reader to know whether a service is not provided by the government or not provided at all. The criteria used for including a private sector entity in the measurement is the following:

- Basic service: The private sector is fulfilling a public role (either explicitly or implicitly)) and therefore is monitored (as in 2010)

[23] For instance, If a country can proof its reasons that requiring a personal visit is part of an overall strategy to get people back into work in an efficient and effective way, it feels unfair to 'punish' them with a lower score: these services will be considered as 'not applicable' and they won't be taken into account in the scoring.

- Extended service: If the private sector provides the service endorsed by (in collaboration with) the public authority and/or if a link to that service is provided in a public administration's website, is monitored otherwise the private sector is not monitored (but the service is still scored).

Step 7- Programming, testing and finalization of questionnaire

The next step is the programming and testing of questionnaires to ensure the robustness of the methodology.

Based on the previous steps, an electronic questionnaire is prepared. First, a functional analysis is carried out to highlight the appropriate solution to be implemented in order to facilitate the collection of the information and to allow an automated comparison of results with data collected in the previous rounds. A technical analysis then specifies the architecture of the questionnaire required for this activity. Finally, several test simulations are carried out on the questionnaire and supporting documentation is produced to facilitate the data collection.

The functional analysis of the future IT questionnaire is highly important. It requires thorough knowledge of questionnaires used in the past in order to provide an approach guarantying the compatibility of outputs produced so far. The technical analysis complements the functional analysis and leads to a complete prototyping of the questionnaire. This is conceptualised through a transaction flow graph i.e. the completion of the whole questionnaires through the following iterative steps:

- Selection of a given domain
- Selection of a given service
- Selection of a given URL
- Answering the predefined questions

The development of functions must also be in line with the functionalities defined in the functional analysis. If required, a sequential approach is used to define the sequence of services to follow. Furthermore, a user guide is produced to help the user throughout the process.

Tests are performed to ensure that the IT questionnaire corresponds exactly to the user needs specified in the analysis and definition phases. Tests also aim to ensure constant high quality in deliverable items. Before roll-out, each Mystery Shopping questionnaire is tested in 3 randomly selected countries. . The finalization of the questionnaire incorporates the findings of the testing phase. Testing only comprises its functionality, not the content of the questions.

Step 8- Training of Mystery Shoppers

Mystery Shoppers are trained and briefed entirely centrally.
Each Mystery Shopper receives a detailed research manual. This research manual explains:
the research context and scope (in particular definitions to be respected: of Life Events, of their process steps and specific services)

- the research procedure (a briefing on the personas which Mystery Shoppers need to adopt; the order of steps to take; the time lapse to be respected; data entry requirements and typing rules)
- technical advice (activation of questionnaire functionalities)
- content advice (FAQs on the content of the questionnaire)

A few days after receipt of the manual, the central team organizes a one-on-one intake telephone conference with each researcher to discuss any outstanding matters.

During the research, Mystery Shoppers receive automated feeds on FAQ and similar. A helpdesk is set up, providing continuous support to Mystery Shoppers. The central team can be reached via a generic email address.

Step 9- Questionnaire roll out

Following a comprehensive briefing, the Mystery Shoppers proceed to the Shopping. During the evaluation process, the Mystery Shoppers observe, record their experiences and then feedback the results via the detailed questionnaire, noting the information displayed on the web sites. For this, Mystery Shoppers enact pre-defined scenarios and adopt the personas.

Step 10- Data processing and quality control

Once the questionnaires complemented, the phase of data treatment commences. It consists of the importation of data, the implementation of automated comparisons and the exportation of consolidated data in a predefined template to facilitate the validation process for the Member States.

A SAS macro is developed to facilitate the importation of answers collected with the IT questionnaire into SAS format. During this importation process, various checks are implemented to evaluate the consistency of the questionnaires such as the types of records or the identification of empty cells. Any inconsistency is reported to the related Mystery Shopper in charge of a given country. Any correction is considered in an updated version of files that will be re-imported into SAS.
At the end of this process, a single consolidated table in SAS is built. The key variables of this table are: country, Mystery Shopper ID, domain, related service steps, related URL, question number, answer to the question.
This unique table is used for the computation of indicators. This approach facilitates the dissemination on request of collected data and the data treatment to be implemented in the next steps.

Once the raw data available in a standardised format (SAS table), automated comparisons are launched at two levels:

- Quality check 1 Automated comparison with previous year data: detecting discrepancies compared to previous year assessments. In case of inconsistent results for URLs, the Mystery Shopper are asked to repeat the process. To carry out this activity, datasets collected in previous rounds (already available in SAS format) are merged to the current results using a predefined key of variables (country/service/URL);
- Quality check 2 Automated comparison of results of two Mystery Shoppers: each Life Event is evaluated by two Mystery Shoppers. Discrepancies between the two evaluations will be detected automatically with a predefined SAS macro. The Mystery Shoppers are asked to review their data entries for the debated point. The central team arbitrates the process.

These quality checks are- we emphasize- performed before the data are shared with Member States and aim at maximizing data quality and accuracy.

Step 11- Validation
The detailed results obtained for each URL, and for each research question are shared as raw data with Member State legates for validation. To facilitate this activity, the data is exported into a predefined format (i.e. CSV, Excel) respecting a predefined template. This template facilitates the comparison of 2012 results with previous rounds.
For each life event, feedback to Member States will be given regarding whether the process could be directly experienced without properly engaging with the public administration or, on the contrary, up to which stage of the process the direct experience was possible and from where general or indirect information were the sources of the assessment.

Validation is voluntary but recommended for the new Life Event 'Studying'. Member State legates may decide to validate the results themselves (as the 'Hub' i.e. single-point-of-contact) or pass them on to subject- matter experts (e.g. web managers of particular services i.e. the 'Spokes').

Step 12- Final data editing and computation of indicators
The indicators this research stream generates are detailed in section 4.6.
Final data editing and computation rules will be defined once the raw data available.
The indicators will be produced with SAS with the use of automated macros as described in the previous steps.

Step 13- Visualization and reporting out
Suggestions for data visualization and reporting out are detailed in section 4.8.
In addition to the quantitative reporting out, Mystery Shoppers will observe and make note of any possible good practice for the final report. For the Key Enablers section, additional information and good practice cases will be collected during the validation to be able to adequately illustrate best practices in this regard.

4.4. The Mystery Shoppers

For the recruitment of Mystery Shoppers, the detention of an eID is a pre-requisite. In other words, the provider consortium will only recruit Mystery Shoppers who hold a local eID.

There are two approaches to recruiting Mystery Shoppers. Each approach fulfils a different purpose and yields different results. These are explained in the box below.

Different approaches to recruiting Mystery Shoppers

The first approach to recruiting Mystery Shoppers is to recruit (prospective) users who are country nationals but not eGovernment experts. The advantage of doing so is that the assessment reflects the user experience of a 'typical' (i.e. non-expert) user. This leads to valuable insight if the number of shoppers is high and conclusions on the overall experience of a group of users can be drawn (see also the User survey methodology which is entirely based on this principle). The disadvantage is that results may lack accuracy as 'typical' users are not always in the position to accurately evaluate a service.

The second one is to have the Mystery Shopping work conducted by local analysts (i.e. consultants). This is the approach for the 2012 Benchmark as the Benchmark's goal is to obtain factually correct data (and not experience and perception based data), and that through 2 evaluators per Life Event only. Local analysts can ensure a better quality work as they have stronger capabilities and knowledge on eGovernment services. Their work is more likely to yield factually correct results. They also have a better knowledge of the eGovernment context that is the public sector online landscape as well as the national system of public administration, language and relevant cultural aspects.

As described in step 5 above, when verifying and identifying the URLs, Mystery Shoppers are further requested to note, for each web site, whether there are any specific identity requirements for accessing the web site. Such requirements can be:

- A generic electronic identifier
- A specific electronic identifier

Depending on the outcome of this step, the provider consortium will ensure the obtention of specific identifiers.

In addition to the required identifier, general requirements for the recruitment of Mystery Shoppers are:

- Knowledge of English language and language of the country to assess
- PC/Internet connection,
- Regular Internet user
- Good knowledge of a country's eGovernment and service delivery structure

In the context of the 2012 Benchmark, the local analysts are managed by the provider consortium's central team. As stated earlier, two shoppers are recruited per country and will conduct precisely the same evaluation so to detect possible discrepancies in ratings upfront and mitigate for them.

4.5. Sampling structure

Given the degree of detail of the research, the number of 'Shoppings' and URLs visited needs to be kept within feasible limits.

As a general rule, the sample size per country depends on three dimensions:

1. the service delivery structure of the life event
2. the service delivery structure of an individual eGovernment service and
3. the country size.

If the different process steps (component services) of a life event are provided by different administrations, each with its own website they will, of course, all sampled. Sampled sites will include web sites to which researchers are redirected from a main website (i.e. a portal).
A second aspect is the possibility that service delivery is decentralised (which e.g. can be the case in federal countries like Germany or Switzerland,), in that case the sample size for an individual service is bigger than 1. How big is determined by the size of the country. Like for the User survey, we base the distinction on two groups of countries: the smallest countries (Cyprus, Malta, Luxembourg, Iceland and Croatia); all other countries. For the smallest, a

maximum of 3 regional/local web sites is considered per process step. For the others, the maximum is set at 5. The 3 or 5 decentralised web sites are selected based on population size according to the NUTS classification.[24] The same approach applies when selecting universities for the Studying Life Event which are per definition decentralized entities. Hence for all European countries the Mystery Shopping will be performed for a maximum of 5 of the largest (public) universities in these countries, except for Cyprus, Malta, Luxembourg, Iceland and Croatia where a maximum of 3 of the largest universities will be included in the sample.

In the below table, we illustrate the sample size. The sample size- we emphasize- is different for each process step, aspect which is not covered in the below tables. In case a process step is decentralised, there is a maximum sample size of 3 or 5 urls.

In the below tables, we illustrate the sample size. For each centrally delivered service in a Life Event we will analyse each relevant website. The below tables illustrate the number of landing pages per country in the 2010 exercise. We consider each landing page only once (e.g. www.government.eu), regardless if several process steps are delivered under its subpages (e.g. www.government.eu/service 1; www.government.eu/service 2;...). The possible decentralised delivery of some process steps is not taken into account in the below tables. In that case, sample size could increase for each decentralized steps, of an additional 2 to 4 urls.

The sample for the Life Event 'Losing and Finding a Job' is identical with the 2010 sample i.e. the web sites submitted by country legates in 2010.

Citizen Life Event of Losing and Finding a Job
Number of main websites per Member State

	AT	BE	BG	CH	CY	CZ	DE	DK	EE	EL	ES	FI	FR	HR	HU	IE	IS	IT	LT	LU	LV	MT	NL	NO	PL	PT	RO	SE	SI	SK	TR	UK
2010 Process Steps - urls surveyed in 2010	4	5	1	16	5	6	8	5	6	5	3	6	6	3	3	8	6	4	3	5	6	6	2	3	6	7	3	8	4	7	2	5
	* Maximum of 5 regional/local service providers (other decentralised countries), 3 regional/local service providers (smallest decentralised country)																															

The sample for the Life Event 'Start Up and Early Trading Operations of Businesses' is largely identical with the 2010 sample except additional URLs for the new process steps 'hiring personnel' and 'environmental permit'.

Business Life Event Start Up and Early Trading Operations
Number of main websites per Member State

	AT	BE	BG	CH	CY	CZ	DE	DK	EE	EL	ES	FI	FR	HR	HU	IE	IS	IT	LT	LU	LV	MT	NL	NO	PL	PT	RO	SE	SI	SK	TR	UK
2010 Process Steps - urls surveyd in 2010	2	3	1	16	8	5	8	2	4	2	5	4	4	3	4	1	4	2	4	4	2	1	3	3	5	3	5	1	1	7	5	2
New Process Steps - Hiring	* New url's to be found through i) the initial domain name ii) relevant Business Portal (or POSC) and iii) Google																															
New Process Steps - Environmental permit	* Maximum of 5 regional/local service providers (other decentralised countries), 3 regional/local service providers (smallest decentralised country)																															

The sample for the Life Event 'Studying' will be constructed as described in the next table.

Citizen Life Event Studying
Number of main websites per Member State

	AT	BE	BG	CH	CY	CZ	DE	DK	EE	EL	ES	FI	FR	HR	HU	IE	IS	IT	LT	LU	LV	MT	NL	NO	PL	PT	RO	SE	SI	SK	TR	UK
New Process Steps	* New url's to be found through i) urls from 2010 Benchmark (for those services concerned) ii) Google and iii) National Portal * Maximum of 5 universities (other countries), 3 universities (smallest countries) * Maximum of 5 regional/local service providers (other decentralised countries), 3 regional/local service providers (smallest decentralised country)																															

[24] http://epp.eurostat.ec.europa.eu/portal/page/portal/nuts_nomenclature/introduction

4.6. The list of research questions

The drafting of the questionnaire on which Mystery Shoppers base their evaluation relies to a great extent on questions included in previous benchmark editions and pilots (such as the Open Government and Transparency pilot).

The basic questionnaire summarizes for each of the indicators in the Mystery Shopping exercise the questions that will be part of the survey.

In addition, we have created a matrix for each Life Event. The matrix explains which questions are asked for which process step. For some questions, it is only relevant to assess the home page and not each individual deep link (e.g. 'is a FAQ section available?'). This is also indicated in the matrix. The matrix also indicates for which (set of) questions a cross border index will be calculated. For a clear understanding of how the matrix works, a legend is included.

The draft questionnaire is provided in Annex C below. The corresponding matrices are part of Annex D.

4.7. Indicators

The following tables summarize the indicators that the Mystery shopping methodology will generate.

They split indicators into:

- Compound indicators, i.e. average scores resulting from the elementary questions asked in the questionnaire;
- Synthetic indicators, i.e. the aggregation of compound indicators into synthetic measurements;
- Top level benchmarks, i.e. the second and last level of aggregation of metrics into benchmarks for the eGovernment Action Plan's priorities.

For each indicator, the tables show:

- The method of calculation i.e. the range of answers to the different questions and how they will be aggregated into comparable scores. The messaging suggested to 'label' what is measured, in very simple terms, for example "this service is fully available online" This is used to communicate the actual meaning of the various indicators. The survey question the indicator is derived from. The survey can be found in Instalment 3.
- The level at which the data will be presented. This can either be the Life Event level (abbreviated LE), the Member State level (abbreviated MS), the EU level (abbreviated EU), or a combination of these.

Mystery Shopping will produce the following 4 main groups of indicators, illustrated in the following tables, and linked to the following policy priorities:

User empowerment is measured through 2 main groups of indicators:

- User centricity indicators, based on the measurement of online availability, usability, ease of use and speed of use
- Transparency indicators, based on the measurement of the transparency of service delivery, the transparency of personal data and the openness and transparency of public administrations

Citizen and Business Mobility, measured through the following indicators:

a. Cross-border indicators, measuring the online availability, usability, ease of use and speed of use of services from a cross-border perspective.

IT preconditions, measured through the following indicators:

b. IT preconditions, measuring the online availability of select IT enablers

It should be noted that the Benchmark indicators are built using an approach similar to the "business scorecard" one. This means that they are built, bottom up, aggregating individual indicators resulting from the answers to a wide range of elementary questions. This allows great flexibility in the aggregation and visualization of indicators. While indicative visualizations are presented in the next section, they will need to be revised on the basis of the actual data. For example, it is possible to aggregate data by Life Event all the way up to the EU level, comparing results by Life Event instead of per Member State.

4.7.1. User Centricity indicators

The **compound indicators** measure, for each Life Event and each sub-phase, the average levels of online availability of basic and extended services, providing a detailed view of where in the service process there may be gaps to end-to-end online delivery. The other compound indicators measure relevant aspects of the quality of the user experience, based on the judgement of the Mystery Shopper: they are based on the usability of support services, the assessment of the ease of use and of the speed of use. Time and ease of use are two key aspects of users satisfaction. The speed of use measurement is not based on subjective impressions, but on proxies relating to the time needed to complete the service process. This will provide, for the first time, a very important benchmark of the time savings benefits of online services. These detailed indicators will be available at sub-phase, Life Event, country level, allowing administrations some insights into the strong and weak points of their service delivery processes. The Benchmark report will not include all these compound indicators (they are too numerous) but they will be made available as raw data.

The **Synthetic indicators** aggregate the scores of compound indicators for online availability on the one hand, and o line usability on the other hand, allowing a comparison of these two critical aspects of user centricity. They will be elaborated for each Life Event at country level and EU level (average of country scores), and for all Life Events averaged at country level and EU level.

The **Top Level Benchmark** evaluates the level of User centricity of Life Events, allowing to measure the progress towards User empowerment, one of the key priorities of the eGovernment Action Plan. By aggregating the measurement of online availability and usability, the Benchmark should be sufficiently balanced to provide a synthetic assessment of user centricity achievements at the EU level and at MS level.

USER CENTRICITY INDICATORS					
Compound indicators	**Online availability of basic services**	**Online availability of extended services**	**Usability of services-support & feedback**	**Ease of use of Life Event**	**Speed of use of Life Event**
Synthetic indicator / LE	**Online Availability of Life Event**		**Online Usability of Life Event**		
Level	**EU + MS**				
Synthetic indicator / All LEs	**Online Availability of all Life Events**		**Online Usability of all Life events**		
Level	**EU + MS**				
Top level benchmark / User empowerment	**User-centric Government**				
Level	**EU + MS**				

Table 5. User Centricity Indicators breakdown from compound to top level benchmark.

The following table presents in detail how the User centricity indicators will be calculated.

USER CENTRICITY INDICATORS					
Compound indicator	**Online availability of basic services**	**Online availability of extended services**	**Usability of services- support & feedback**	**Ease of use of Life Event**	**Speed of use of Life Event**
Calculation subphase	Sum of 'process step scores' per subphase; Divided by number of relevant steps. 'Process step scores' are calculated on a semantic scale: 0 for not online; 0.25 for information online 0.50 for information online via portal; 0.75 for online 1.0 for online via portal and for automated;	Sum of 'process step scores' per subphase; Divided by number of relevant steps. 'Process step scores' are calculated on a semantic scale: 0 for not online; 0.25 for information online 0.50 for information online via portal; 0.75 for online 1.0 for online via portal and for automated;	Binary yes/no answers. Average score of all the questions, where all yes = 100% availability. Automated services reach 100% usability per definition	Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Automated services reach 100% usability per definition	Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Automated services reach 100% usability per definition
Calculation Life event	Average of the subphase scores	Average of the subphase scores	Average of the subphase scores	Average of the subphase scores	Average of the subphase scores
Country Indicator	Average of Life Event scores	Average of Life Event scores	Average of Life Event scores	Average of Life Event scores	Average of Life Event scores
EU Indicator	Average of Country indicators	Average of Country indicators	Average of Country indicators	Average of Country indicators	Average of Country indicators
Messaging	Is- Partly is- Is not	Is- Partly is- Is not	Is facilitated	Is easy to use - fairly easy - difficult	Is fast - acceptable- slow
Synthetic indicator	**Online Availability of Life Event**		**Online Usability of Life Event**		
Calculation	Average of basic services online availability and extended services online availability indicators (weights: 80% basic, 20% extended)		Average of usability, ease of use and speed of use indicators (weights: 50% usability, 25% ease, 25% speed)		
Level	EU + MS		EU + MS		
Synthetic indicator	**Online Availability of all Life Events**		**Online Usability of all Life events**		
Calculation	Average of Online Availability of Life Event indicators		Average of Online Usability of Life Event indicators		
Level	EU + MS		EU + MS		
Top level benchmark / User empowerment	**User-centric government**				
Calculation	Weighted Average of Synthetic Online Availability and Synthetic Online Usability indicators for all Life Events (66% weight availability, 33% usability)				
Level	EU + MS				

Table 6. Calculation of User Centricity indicators

4.7.2. Transparency indicators

As regards transparency, **the compound indicators** measure, for each Life Event, the average levels of transparency of service delivery, transparency of personal data and openness/transparency of the public administration offering the service. These are both relevant aspects of the users' experience.

The Synthetic indicators aggregate the scores of compound indicators for transparency of service delivery, transparency of personal data and public administrations, producing a synthetic assessment for each Life Event (at country level and at EU level) of the level of transparency .

The Top Level Benchmark evaluates the level of transparency for all Life Events and all MS at the EU level, providing a top level benchmark of the level of transparency achieved. This benchmark is used to measure User empowerment, a key priority of the eGovernment Action Plan.

TRANSPARENCY INDICATORS			
Compound indicator	**Transparency of service delivery**	**Transparency of personal data**	**Transparency of public administrations**
Synthetic indicator / LE	**Life Event Transparency Indicator**		
Level	EU + MS		
Top level benchmark / User empowerment	**Transparent Government**		
Level	EU + MS		

Table 7. Transparency indicators breakdown.

The following table presents in detail how Transparency indicators will be calculated.

TRANSPARENCY INDICATORS			
Compound indicator	**Transparency of service delivery**	**Transparency of public administrations**	**Transparency of personal data**
Calculation Life Event	Binary yes/no answers. Average score of all the questions, where all yes = 100% transparency.	Binary yes/no answers. Average score of all the questions, where all yes = 100% transparency.	Binary yes/no answers. Average score of all the questions, where all yes = 100% transparency.
Country Indicator	Average of Life Event scores	Average of Life Event score	Average of Life Event scores
Messaging	Is clear	Is open	Is transparent
Level	EU + MS	EU + MS	EU + MS
Synthetic indicator	**Life Event Transparency Indicator**		
Calculation	Average score of Transparency of service delivery, Transparency of public administrations and Transparency of personal data indicators		
Level	EU + MS		
Top level benchmark / User empowerment	**Transparent Government**		
Calculation	Average of all Life Event Transparency Indicators		
Level	EU + MS		

Table 8. Calculation of Transparency Indicators

4.7.3. Cross-border indicators

The cross-border indicators mirror the methodology of the User centricity indicators, and measure the same indicators for the cross-border elements of the process steps in each analysed Life Event. This means that the Mystery Shopper will behave as a citizen of an EU country, trying to use an online service in another EU country.

The questionnaire and corresponding matrices identify for each Life Event model, which process steps have a cross-border element to be evaluated.

The compound indicators measure, for each Life Event and each process step with a cross-border element, the average levels of online availability of basic and extended services, providing a detailed view of where in the service process there may be missing steps for the end-to-end online delivery. The other compound indicators measure relevant aspects of the quality of the user experience, based on the opinion of the Mystery Shopper: they are based on the usability of support services, the assessment of the ease of use and of the speed of use.

The Synthetic indicators aggregate the scores of compound indicators for online availability of basic and extended services on the one hand, and on line usability on the other hand, allowing a comparison of these two critical aspects of user centricity. They will be elaborated separately for business and citizen users, for each Life Event at country level and EU level (average of country scores), and for all Life Events averaged at country level and EU level.

The Top Level Benchmark will be calculated in the same way as the user-centric top level benchmark as a weighted average of the online availability and online usability indicators of the cross border services, separately for businesses and citizens. In this way it will be possible to measure an objective measurement of Citizen and Business Mobility; if the level of availability and usability of Life Events for cross-border users is much lower than the same benchmark for domestic users, there are clearly barriers against mobility and the development of the Single Market. The segmentation of the indicator will insure also visibility of the weak and strong points of the service processes. However, it should be expected that data collection for cross-border services will be more difficult than for domestic services and therefore it will be necessary to check the reliability and quality of data.

CROSS-BORDER INDICATORS					
Compound indicator	**Online availability of basic services**	**Online availability of extended services**	**Usability of services-support & feedback**	**Ease of use of Life Event**	**Speed of use of Life Event**
Synthetic indicator	**Citizen: Online Availability of Life Event; Online Availability of all Life Events**		**Citizen: Online Usability of Life Event; of all Life Events**		
Synthetic indicator	**Business: Availability of Life Event; Online Availability of all Life Events**		**Business: Online Usability of Life Event; of all Life Events**		
Level	**EU + MS**		**EU + MS**		
Top level benchmark/ Single Market	**Citizen Mobility**				
Calculation	Weighted Average of Synthetic Online Availability and Synthetic Online Usability indicators for all Citizen Life Events (66% weight availability, 33% usability)[25]				
Top level benchmark/ Single Market	**Business Mobility**				
Calculation	Weighted Average of Synthetic Online Availability and Synthetic Online Usability indicators for all Citizen Life Events (66% weight availability, 33% usability)[26]				
Level	**EU + MS**				

Table 9. Cross-border indicators breakdown

[25] An alternative indicator could have been the following: 100-average delta between in-country indicator and cross border indicators Online Availability and Usability of Citizen Life Events. This indicator would score 100 in case of no difference between the cross-border LE user journey and the in-country LE user journey. The issue with this indicator would be that in case of an underdeveloped LE there would be still chances of an high score in this indicator. By choosing the alternative in the main text the user-centricity indicator likely becomes the upper bound for the mobility indicator.

[26] See previous footnote.

The following table presents in detail how the Cross-border indicators will be calculated.

CROSS BORDER INDICATORS					
Compound indicator	**Online availability of basic services**	**Online availability of extended services**	**Usability of services-support & feedback**	**Ease of use of Life Event**	**Speed of use of Life Event**
Calculation	calculated for process steps with a cross border component, in the same way as the corresponding indicators for in-country services	calculated for process steps with a cross border component, in the same way as the corresponding indicators for in-country services	calculated for process steps with a cross border component, in the same way as the corresponding indicators for in-country services	Score from 0 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale.	Score from 0 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale.
Level	EU + MS	EU + MS	EU + MS	EU + MS	EU + MS
Synthetic indicator	**Citizen: Online Availability of Life Event; Online Availability of all Life Events**		**Citizen: Online Usability of Life Event; of all Life Events**		
Synthetic indicator	**Business: Availability of Life Event; Online Availability of all Life Events**		**Business: Online Usability of Life Event; of all Life Events**		
Calculation	calculated for process steps with a cross border component, in the same way as the corresponding indicators for in-country services		calculated for process steps with a cross border component, in the same way as the corresponding indicators for in-country services		
Level	EU + MS		EU + MS		
Top level benchmark/ Single Market	**Citizen Mobility**				
Calculation	Weighted Average of Synthetic Online Availability and Synthetic Online Usability indicators for all Citizen Life Events (66% weight availability, 33% usability)				
Level	**EU + MS**				
Top level benchmark/ Single Market	**Business Mobility**				
Calculation	Weighted Average of Synthetic Online Availability and Synthetic Online Usability indicators for all Citizen Life Events (66% weight availability, 33% usability)				
Level	**EU + MS**				

Table 10. Calculation of Cross-Border Indicators

4.7.4. Preconditions Indicators

The compound indicators measure, for the following enablers: eID, eDocuments, Single Sign On, Authentic Sources, eSafe, the average levels of online availability, for each Life Event for which they are relevant. This is based on a group of elementary questions for each enabler.

The Synthetic indicators aggregate the scores of online availability of each enabler for all Life Events measured in the country, providing a synthetic assessment of the availability of online enablers per MS. This is naturally a proxy, since the scope of implementation of IT enablers is much wider than the Life Events measured in this project. Nevertheless, the indicator will provide relevant information, because of the range and variety of Life Events measured (particularly in the 2 years cycle, when a total of 8 LE will be measured) and the systematic assessment of their availability, based on concrete questions. Other synthetic indicators will provide the scores of online availability of all enablers for each Life Event considered and will provide a synthetic view of the degree of integration of the different administrations within each Life Event.

The Top Level Benchmark provides a synthetic assessment at EU level of the availability of main key enablers, which can be used to assess the presence of the pre-conditions of the efficient and effective use of online services, a key priority of the eGovernment Action Plan.

PRE-CONDITIONS INDICATORS	
Compound indicator	**Availability of IT enablers**
Synthetic indicator	**Availability of IT enablers per country/per Life Event**
Level	**EU + MS**
Top level benchmark / IT preconditions	**Key Enablers**
Level	**EU + MS**

Table 11. IT Preconditions indicator breakdown

The following table presents in detail how the IT preconditions indicators will be calculated.

PRE-CONDITIONS INDICATORS	
Compound indicator	**Availability of IT enablers**
Calculation per Enabler/per Life Event	Binary yes/no answers. Average score of all the questions, where all yes = 100% transparency.
Level	EU + MS
Messaging	Is integrated
Synthetic indicator	**Availability of IT enablers per Life Event**
Calculation/per life event / all relevant enablers	Average of availability scores of all the relevant enablers for a single life event
Level	EU + MS
Synthetic indicator	**Availability of IT enablers per country**
Calculation/per enabler / all life events in the country	Average of availability scores of each enabler for all life events measured
Level	EU + MS
Top level benchmark / IT preconditions	**Key Enablers**
Calculation	Average of availability scores of all enablers and all life events
Level	EU + MS

Table 12. Calculation of IT Preconditions Indicators

4.8. Top level overview of indicators

A further aggregation of indicators is also possible at the level of:

a. Top Level Benchmarks: averaging compound indicators across the various methods used
b. Government domains: averaging relevant compound indicators to create an overall score per Life Event

To illustrate the first aggregation, below table shows how the Top Level Benchmarks are composed. In most cases, the Top Level Benchmark consists of indicators provided for by one single method. There are two Top Level Benchmarks however that are composed out of results produced by indicators from different methods. These are:

1. User Centric Government: consists of indicators from both Mystery Shopping and the User Survey, calculating the average of both User Centricity Top Level Benchmarks equally
2. Effective Government: consists of indicators from both User Survey and Social Media Analytics, exact computation is to be decided after the Pilot has been implemented

Top Level Benchmarks				
	Mystery Shopping	**User Survey**	**Social Media Analytics**	**Admin Data Peer Learning Group**
User Centric Government	Online Availability of LE, Online Usability of LE	Unexploited user potential, eChannel potential (2012, 2014)		
Transparent Government	Transparency of Service Delivery, Transparency of Personal Data, Transparency of Public Administrations			
Collaborative Government			*Availability and use of Social Media tools for collaborative production of services (tbd)(2014, 2015)*	
Business Mobility	Online Availability of LE, Online Usability of LE (Cross border)			
Citizen Mobility	Online Availability of LE, Online Usability of LE (Cross border)			
Effective Government		eGovernment Use, User Satisfaction, Impact (2012, 2014)	*Sentiment and usage patterns of or through Social Media tools (tbd)(2013, 2014, 2015)*	
Efficient Government				*Take Up of eGovernment services (tbd)(2014, 2015)*
Key Enablers	Availability of IT Enablers			

Table 14. Aggregating of indicators from various methods into Top Level Benchmarks

The below table depicts the second aggregation mentioned and illustrates which compound indicators are merged into one overall score per Life Event. The indication for the 2013 Life Events are provisional and will be determined at a later stage.

	Government Domains	***Compound indicators***[27]
2012	**Employment ('Losing & Finding Job')**	User Centricity, Transparency, Pre-conditions
	Education ('Studying')	User Centricity, Transparency, Citizen Mobility Pre-conditions
	Economic affairs ('starting up business')	User Centricity, Transparency, Business Mobility, Pre-conditions
2013	**Health (tbd)**	User Centricity, Transparency, Citizen Mobility, Pre-conditions
	Justice (tbd)	User Centricity, Transparency, Business Mobility, Pre-conditions
	Economic affairs (eg 'change and end of activity')	User Centricity, Transparency, Pre-conditions
	Local Government Domain (tbd)	User Centricity, Transparency, Pre-conditions
	Local Government Domain (tbd)	User Centricity, Transparency, Pre-conditions

Table 13. Aggregating Compound indicators at Domain level

[27] Collaborative Production of services and Effectiveness (from Social Media Analysis) scores will be averaged as well (when available) for the relevant domains

4.9. Member State involvement

The Mystery Shopping stream has been designed in a way to reduce Member States legates' workload to a strict minimum.

- It is the Mystery Shoppers who will identify the URLs to survey (so Member State legates don't have to submit these anymore)
- It is the Mystery Shoppers who fill in the survey (this is a also a major change compared to 2010 as outlined further above)
- The quality of results is expected to be optimized through the use of two shoppers for each Life Event (discrepancies in results will be automatically detected by the data gathering tool; the central team will arbitrate results before these are put forward to Member States for validation)
- The quality of results is expected to be optimized through the use of local analysts from within the provider consortium for the work who have a good knowledge of eGovernment and their country governance structures. These local analysts will further be briefed to take a set of mitigation actions in case they encounter difficulties evaluating a service, such as browsing the service descriptions, instruction texts and videos, handbooks available on the website.

Member State collaboration – other than the present case of validation of the methodology - is required for the following steps:
Step 6- Landscaping and validation of URLs by Member State legates

- If Member States wish to be involved, they can validate the URLs identified by the Mystery Shoppers. This is most relevant for the new Life Event 'Studying'. For the other two Life Events, the URLs are expected to remain those submitted by Member State representatives in 2010 already.
- Indicate in a brief landscaping note which services are automated or non-relevant.

Step 11- Validation

- Member States will be given the opportunity to validate the detailed survey results. This validation is voluntary and is most relevant for the new Life Event 'Studying'. In the validation phase, the provider consortium may also seek input in cases where i) the shopper could not access the service for a specific reason ii) the shopper could not complete the transaction for a specific reason. The provider consortium has conducted a test run to estimate the need for Member State support. This is estimated to be the case for 10% of the services under evaluation.
- Member States will be given the opportunity to share best practices, especially as regards Key Enablers.

Taking into account the above, the approach outlined in this chapter ensures that Mystery Shoppers accurately cover off the vast majority of Life Events and their individual service functions.

5. Presentation and visualisation of results

In this chapter we describe the visualization and presentation of results of the Benchmark study. In the following two paragraphs the general structure of the benchmark is summarized as well as the reading key in comparing results across years. The final paragraphs will illustrate some proposal for the visualizations of the results for different sections of the eGovernment Benchmark Report. These visualizations, however, are only tentative and they will probably need to be revised on the basis of the actual data after execution of the benchmark measurements.

5.1. Presentation of results

Each year, the Benchmark intends to present 8 **Top Level Benchmarks** (see 2.1 for complete list)**.**

Six of them are part of the core measurement. These are:

- User Empowerment/User Centric Government
- User Empowerment/Transparent Government
- Citizen Mobility
- Business Mobility
- Effective Government
- Key Enablers

For each of these, the Benchmark presents **a ranking,** comparing Member State performance.

These six dimensions are NOT added up further, as aggregating them together risks flattening out results and strongly reduces the policy message behind the measurements.

All six dimensions are instead summarized **in a Spider Plot**, where they are kept separate but still can be compared visually speaking. The core report focuses on presenting the Spider Plot at EU level, whilst country-specific spiders are included in the individual Country sheets. The 2 dimensions (Collaborative Government, Efficient Government) that will first be performed as pilot measurements will also be shown in the spiders to present a complete view, but scores will only be included when (if) they become core measurements.

The core report will contain also a detailed analysis of each Top Level Benchmark, and, where interesting, of some of its constituent indicators.

Following the structure of the Benchmarking Framework, the core report will present also analysis and results for each Domain.

5.2. Reading key for inter-temporal comparisons of results

In 2012 &2014 and 2013 & 2015 the same Life Events will be assessed on the same indicators. **Throughout the years,** the results will be compared - both in the rankings and in the spiders – as follows:

A) Compare Life Events directly

Direct comparison is only possible as follows, as the same Life Events are not measured annually, but biennially:

2014: 2012 versus 2014

2015: 2013 versus 2015

B) Compare across Life Events with biennial rolling averages

A comparison across Life Events is possible once all eight Life Events have been measured, that is as from 2013.

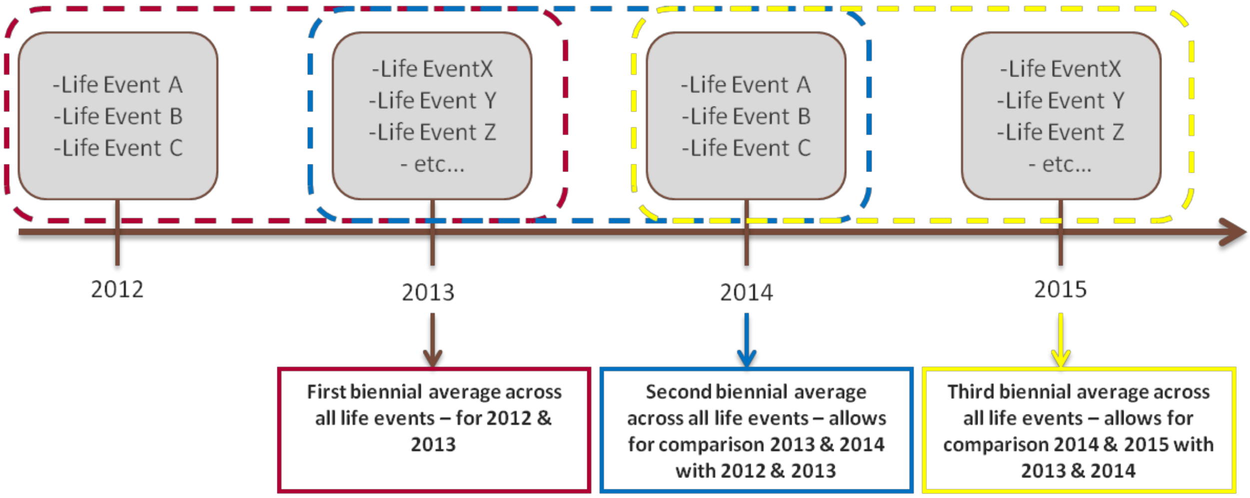
2012: no comparison

2013: first availability of indicators for all 8 Life Events (combining the 2012 and 2013 measurement), no comparison

2014: compare 2014 & 2013 to 2013 & 2012

2015: compare 2015 & 2014 to 2014 & 2013

The concept of the biennial rolling averages is illustrated in below figure.



A first overall ranking will be available from 2013, once all Life Events have been measured once. For each year after 2013 a new ranking can be drafted based on all Life Events, of which half of them will have an updated/increased score. This way each country will improve each year as the biennial average takes into account the scores for the Life Events in the previous year plus the scores for the improved Life Events of the current year.

5.3. Examples of visualization of results

The final visualization of the Benchmark results will be decided upon once the data is gathered. In this preparatory phase, the European Commission and provider consortium have explored the possibility of creating a wide set of graphs.

This section consists of three parts, each showing possible visualizations of measurement results:

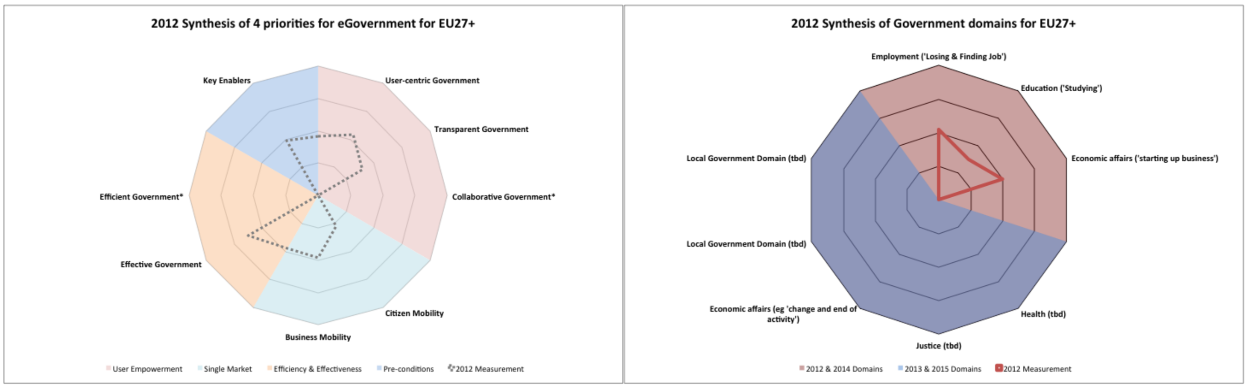
a. Visualization of overall framework (synthetic view across policy priorities and across domains)
b. Visualization of separate measurements (per policy priority and per life event)
c. Visualization of results at Member State level (country factsheets)

5.3.1. Visualization of overall framework

This section aims to provide a synthetic view of the situation of eGovernment in the EU and its evolution over time (following the reading key of previous paragraph). This view provides on the left a spider plot with scores on the 8 top Benchmarks for the four eGovernment Action Plan priorities, while the spider plot on the right side provides a synthetic score for each domain (and associated LE). This way it will become clear not only which are the priorities more developed and which ones deserve further attention but also in which areas public services are more mature. This synthetic view can be reproduced also in country factsheets: this way the relative position of a country vis-à-vis the EU average will be immediately clear.

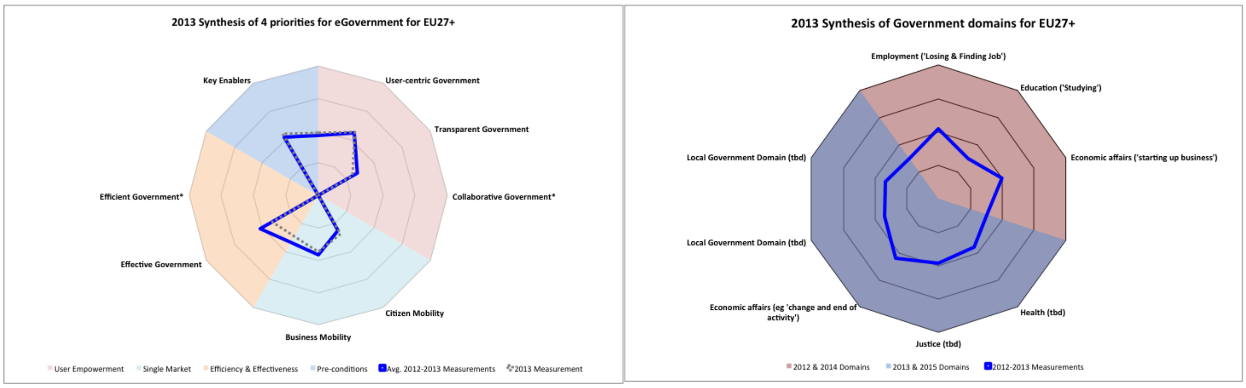
If actual data show the emergence of cluster of countries, a sub-section could be added to show EU averages compared to averages for the different clusters (still using the two spider plots described above).

Visualization of 2012 general results at EU level by Policy priority and Government domain[28]



The spider diagram to the left shows the results for each of the 8 core measurements of the benchmark at EU level. Two of these (Collaborative government and Efficient government) will be conducted at a later stage, but are shown here to illustrate the complete framework. The spider to the right shows an overview of the status of eGovernment in the three Government domains (ie aggregate score per life event) measured in 2012. Since this is the first year of measurement according to the new methodology no inter-temporal comparison is possible at this stage. However, these charts still give a synthetic overview of the status of development of the three domains and which are the priorities that need more effort at EU level. It also constitutes a basis for country level analysis in the country sheets.

Visualization of 2013 general results at EU level by Policy priority and Government domain



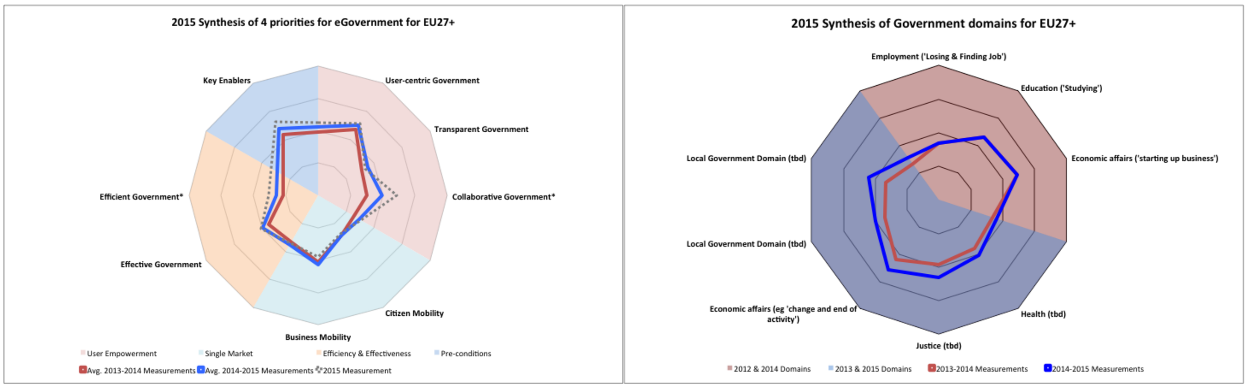
[28] The scores used in these top-level spider-plots have been obtained by aggregating more elementary scores according to the rules specified in Tables 13 and 14 above.

The spider to the left is similar to the spider in the first example, but now the 2013 score and the 2012-2013 biennial average are visible. Although no inter-temporal comparison is strictly possible, nevertheless this chart allow us to appreciate the 2013 contribution to the biennial average. The spider to the right now shows scores across all the Life Events measured.

Visualization of 2014 general results at EU level by Policy priority and Government domain

From 2014 it is possible to compare across time results on Top Level Benchmarks (in the left side spider plot) by comparing the biennial averages 2012-2013 vs. 2013-2014. This comparison will obviously not be possible for the Top Level Benchmarks (Collaborative Government, Efficient Government) which will be likely be mainstreamed only in 2014. The 2014 measurement alone (dotted lines) is inserted to show its contribution to the biennial 2013-2014 average. Finally, it's also possible to compare the evolution in 2014 of the life events first measured in 2012: respectively blue and red line in the red area of the rightmost spider plot.

Visualization of 2015 general results at EU level by Policy priority and Government domain



These visualizations are similar to the ones presented above for 2014: comparison of biennial averages 2014-2015 vs. 2013-2014(left) and synthesis of domains (right) with comparison of five domains between 2013 and 2015.

5.3.2. Visualization of separate measurements

This section provides examples of visualization for the main body of the Benchmarking Report, containing the more detailed reporting and analysis. Adopting the same of the Benchmarking framework there will be two main categories of visualization:

a. Visualization of results per Policy Priority (ranking of Member States and comparison over time)
b. Visualization of results per Life Event (capturing all indicators per life event or focusing on one specific)

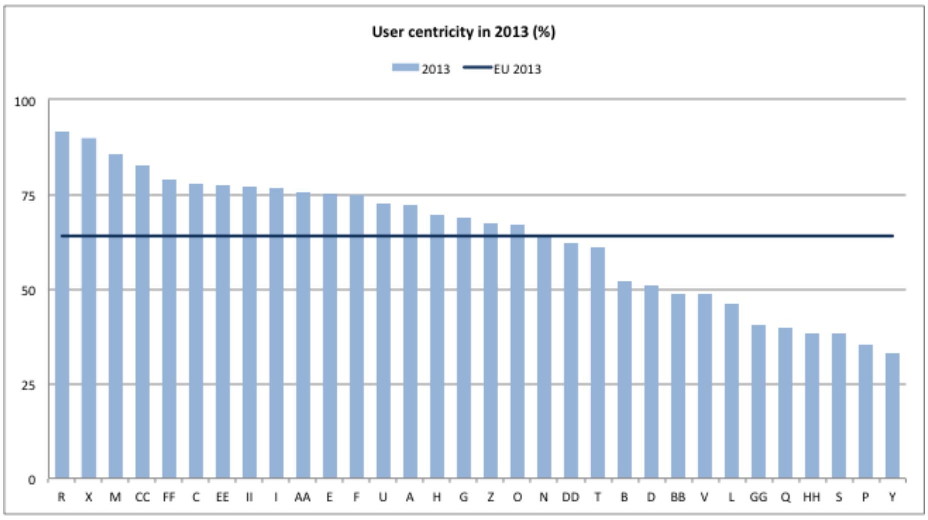
a. Visualization of results per Policy Priority (from 2013 onwards)

1. Bar chart for User centricity (across all life events) ranking Member States in 2013 (vs EU)

This visual depicts User Centricity to illustrate the visualisation of results for one Policy Priority. The same visual can be produced for other rankings of Policy Priorities of Member States (eg User usability, Transparency , Single Market (Business and Citizen Mobility) and IT Preconditions indicators).

As the figure below shows, the bar chart reveals the synthetic score of all Member States compared to the EU average. Since these indicators are all measured on a 0-100% scale and are based on the aggregation of a wide range of elementary scores, the bar charts are best suited to convey their value.

User Centricity (across all life events) ranking of Member States versus EU27+ average



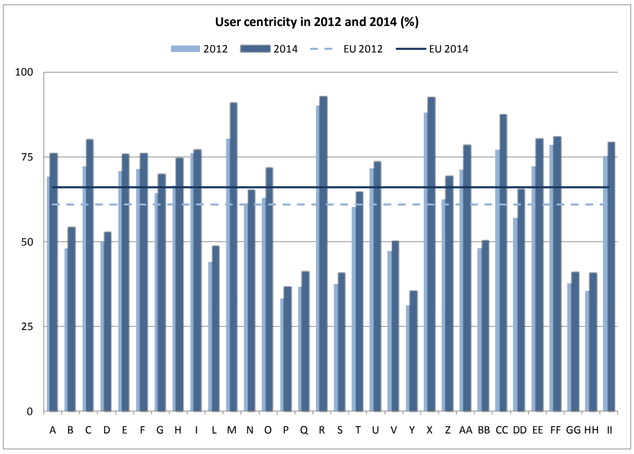
2. Bar charts for User centricity (across all life events) showing comparison over time

Comparisons in time in the case of Mystery Shopping results must be carefully managed, because in 2012 we will measure only 3 Life events, while in 2013 we will measure 5-6 Life events. The same Life Events will be measured again respectively in 2014 and 2015.

Therefore we will provide:

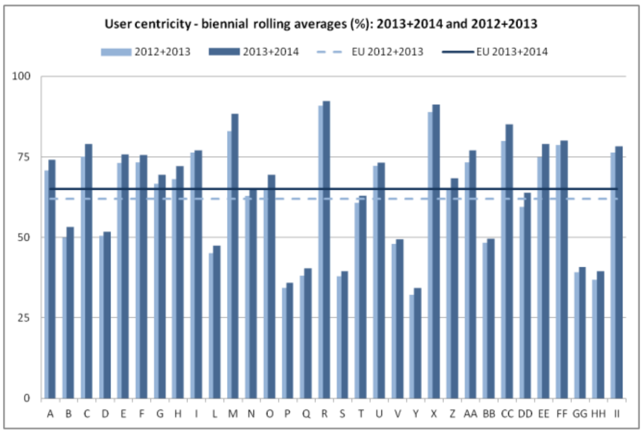
a. Direct comparisons between 2012 & 2014 and 2013 & 2015 (where the unit of analysis of the survey are the same for both years)

User Centricity (across all life events) ranking of Member States vs EU27+ average, direct comparison 2012-2014



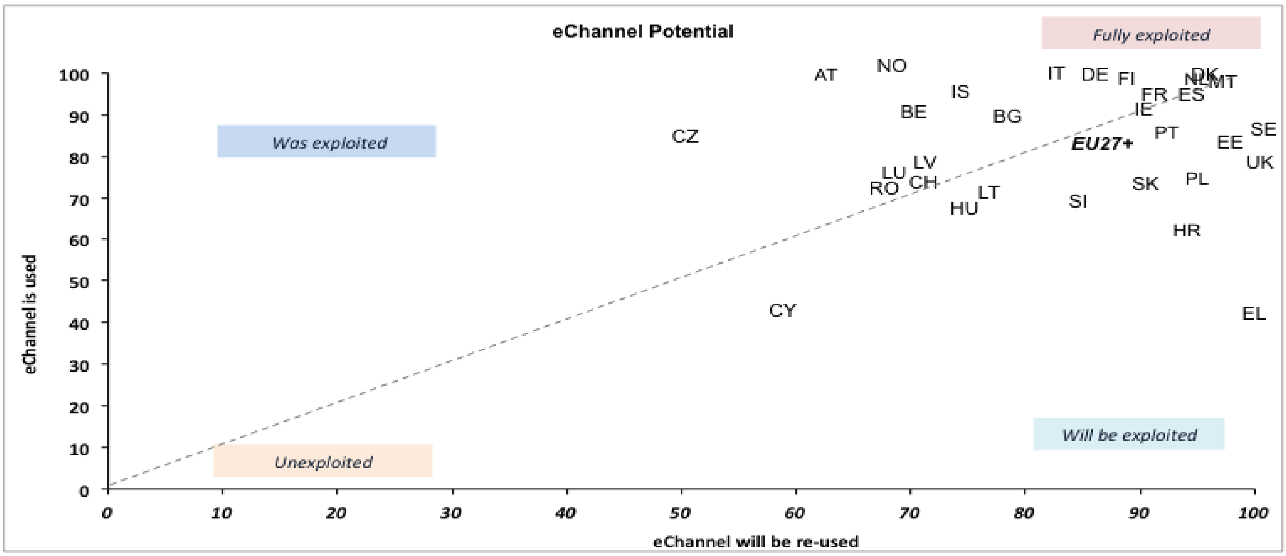
b. Direct comparison of biennial averages (eg 2014 & 2013 vs 2013 & 2012)

User Centricity (across all life events/country ranking) with comparison of biennial averages (2013 & 2014 vs. 2012 & 2013)



Above visuals depict results for User Centricity as an example to illustrate possibilities. These can also be produced for other rankings of Policy Priorities of Member States (eg User usability, Transparency , Single Market (Business and Citizen Mobility) and IT Preconditions indicators).

3. Scatter Plots for **eChannel potential** (showing results from the User Survey)



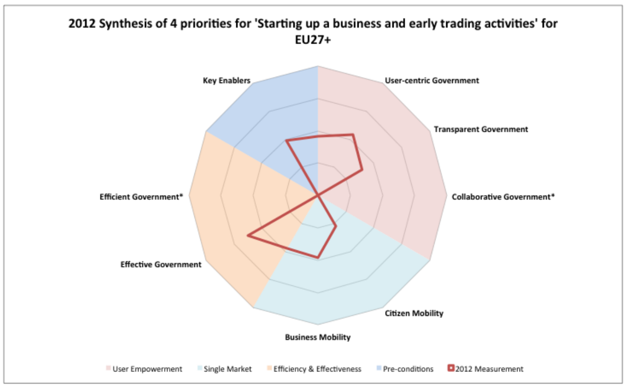
The above scatter plot example makes it possible to position all MS in one image, in this particular case at the level of the “eChannel potential”.

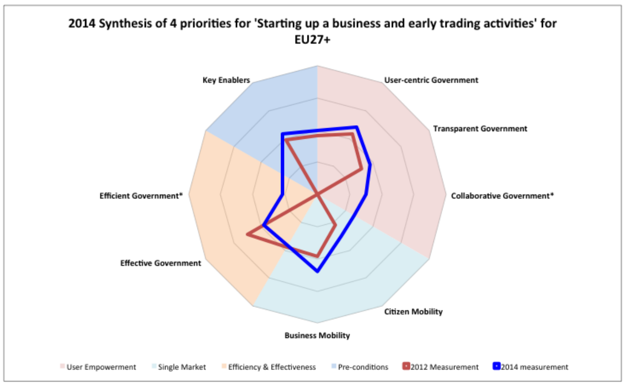
Both the spider diagrams and the scatter plots have the advantage of showing how lower level indicators (e.g. Compound indicators at a more disaggregate level) together account for scores on a higher, aggregated level (of Synthetic or even top level benchmark indicators).

b. Visualization of results per Life Event

1. Spider chart illustrating scores for all indicators for one Life Event (at EU or National level)

This Spider would be similar to the spider charts presented in 5.3.1.



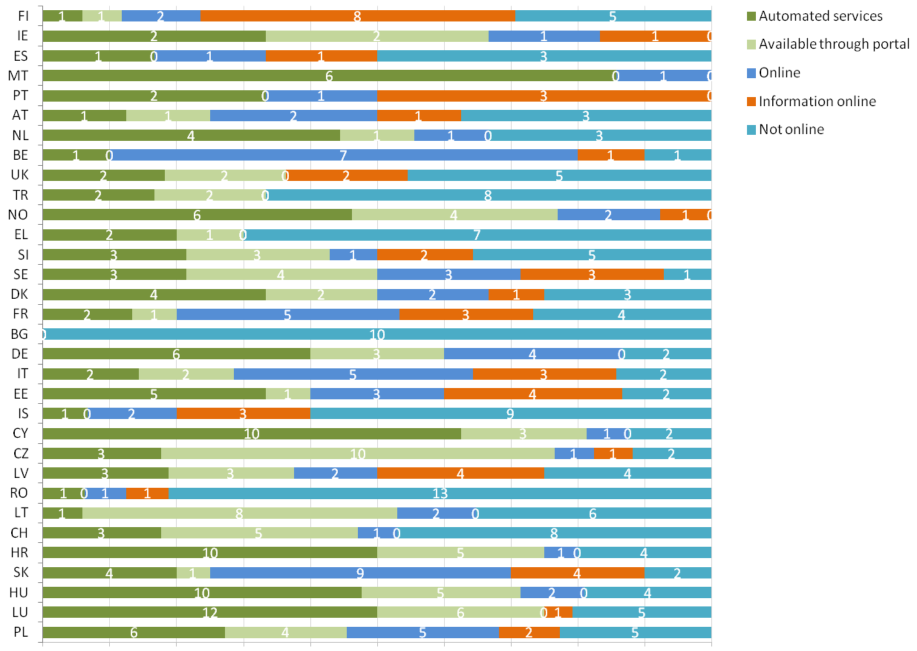


The spider to the left illustrates for the Life Event of ‘Starting up a business and early trading activities’ the score per indicator (user centricity, transparency etc), whereas the spider to the right also includes comparison of this specific Life Event over time (2014 vs 2012). These could be produced at both EU27+ as the national level.

2. Stacked Bar charts per Life event, showing performance for each step of the process

The Life Event stacked bar chart provides a good overview of the strong and weak points of online service processes for a Life event, across Europe. The example below shows the availability of basic services, component of the User centricity benchmark, and could also be produced to show the availability of extended services. The color code (green to red, from automated to unavailable online) clearly indicates the spots where intervention is needed.

Availability of basic services in 'Starting up a business', per Member State, 2012



The above figure could be complemented with a bar chart ranking of Member States (vs EU27+) dedicated to online availability of services solely.

5.3.3. Visualization of results at Member State level

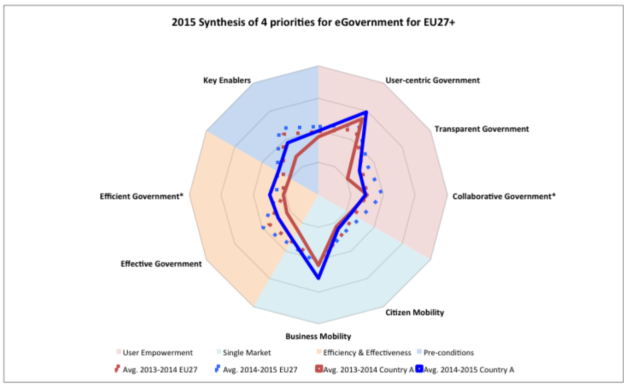
Country fact sheets will present the individual results of a Member State compared to EU averages. This representation of results of the benchmark will allow a Member State to determine on which aspects of its service delivery improvement is most needed. The fact sheets can only include a limited set of graphs, however raw data will be made available.

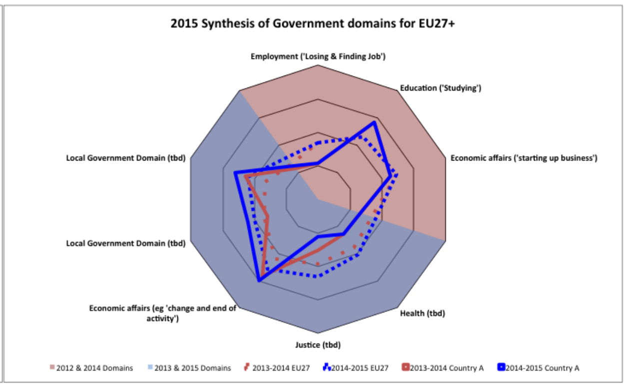
The country factsheets can include for instance:

a. One spider diagram showing an overview of results for Country A versus EU27+ (similar to examples presented in above, please see paragraph 5.3.1)
b. In depth presentation of results of the synthetic, compound indicators and for individual Life Events.

The exact number and type of visual can only be determined properly after the actual assessment and analysis of results, but could include examples mentioned below. **Member States will be involved to select the charts they prefer to include in the Country fact sheets.**

a. overview of results for Country A

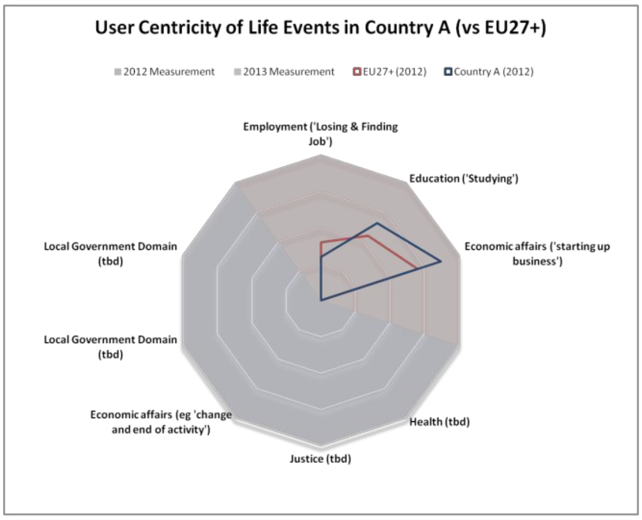




b. In depth presentation of results

<u>1. Spider chart illustrating scores for one specific Policy Priority across Life Events (for Country A vs EU27+))</u>

User Centricity across Life Events in Country A vs EU27+ in 2012

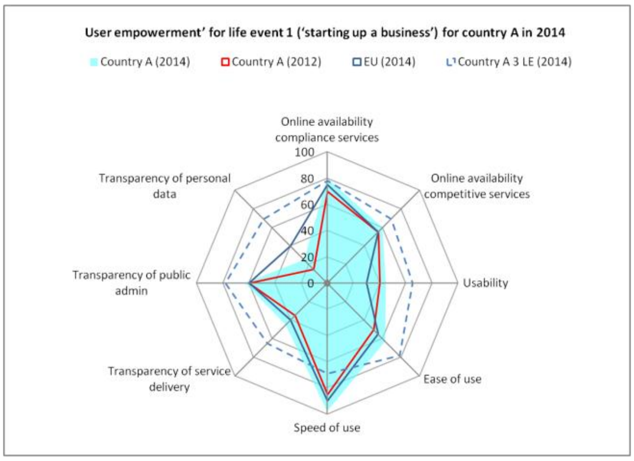


Scores for the other Life Events can be added from 2013 and from 2014 comparison in time is possible.

Above visual depict results for User Centricity as an example to illustrate possibilities. These can also be produced for other rankings of Policy Priorities of Member States (eg User usability, Transparency , Single Market (Business and Citizen Mobility) and IT Preconditions indicators).

<u>2. Spider chart illustrating scores for one Policy Priority for one specific Life Event (for Country A vs EU27+))</u>

User Empowerment for the Life Event of 'Start up and early trading activities of a business'



This example shows all aspects of user empowerment in a spider visual and presents scores for 2014 compared to:

- The 2012 results of Country A – to illustrate progress made in Country A on these indicators
- The 2014 EU average – to compare the results of Country A with Europe
- The 2014 average results of Country A across all life events – to compare the Economic Affairs domain with the average across all domains measured the same year

This graph can be produced for each life event. For 2012 this spider will consist of fewer dimensions (comparison 2012 vs. EU in 2012 and vs. Life Events average in 2012).

<u>3. Chart illustrating availability of services for one Life Event integrating availability of Key Enablers (for Country A)</u>

Availability of basic services and Key Enablers for the Life Event of 'Studying'

Life Situation of Studying (Abroad)						
Process stages	**Service availability**	**eID**	**eDocuments**	**eSafe**	**SSO**	**Authentic sources**
Orientation						
1.1 Advanced course search						
1.2 Perform assessment tests						
1.3 Understand admission requirements						
Enrolment						
2.1 Request recognition of diploma						
2.2 Enrolling in higher education						
2.3 Applying for student grants						
2.4 Applying for social benefits						
2.5 Financial advise	*NonGov*					
Support (or: during study/studying)						
3.1 Portability of student grant (abroad)						
3.2 Enrolment additional courses (eg language)						
3.3 Personal profile						
3.4 International office						
3.5 Career advice - internships	*NonGov*					
3.6 Register for graduation ceremony						
	Automated services / Available not through portal / Offline			Integrated		
	Available through portal / Information available / *NonGov*			Not-integrated		

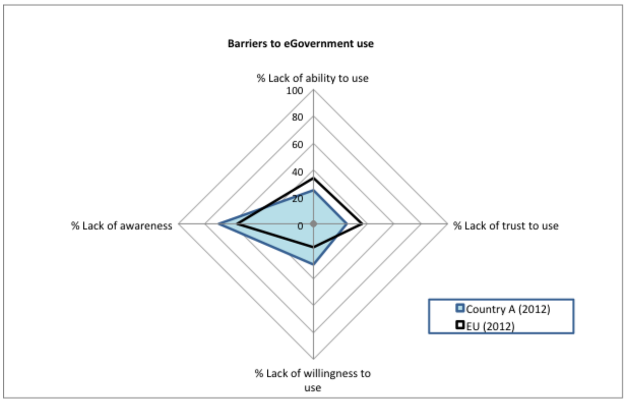
This example indicates availability of services in one Life Event for one country. It also reveals the extent to which Key Enablers are integrated in this Life Event (where relevant). If data show interesting results the chart above can be replicated for selected 'best practice' countries in the main section of the report to show how the efficient use of Key enablers makes possible a greater online availability (and possibly usability) of life events.

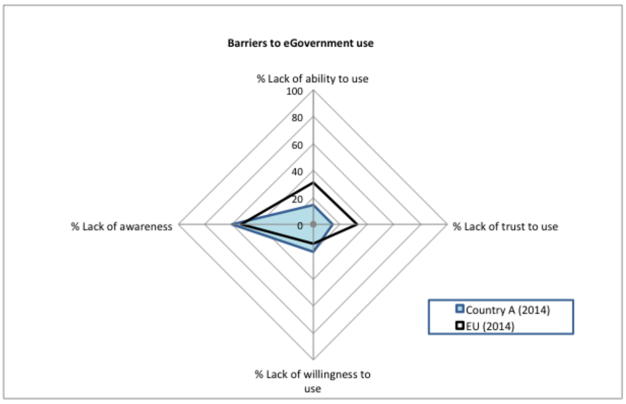
4. Visualization of synthetic indicators of the User Survey

For the compound indicators and synthetic indicators, we foresee an extensive use of different types of graphs.

Highly important in the visualisation is to keep the compound indicators as much as possible in a "one-view concept", as is done e.g., with spider diagrams showing MS scores for different indicators against comparable average scores on the EU level. Another important element in the communicative strength of a visual is to reflect "potential growth", especially in a benchmark context.

Unexploited user potential (showing results from the User Survey)





The spider diagram example keeps the 4 compound indicators for the "Unexploited user potential" intact and makes MS/EU comparison and time shift evolution possible in one glance.

6. Project management

In this chapter we describe the project management which is necessary for a successful execution of the Benchmark. First for all, we describe how we will keep the different stakeholders involved during the Benchmark (stakeholder management). The second paragraph indicates a timeline which serves as a 'calendar' for the tasks and activities foreseen, including the involvement of Member States representatives during the project.

6.1. Stakeholder management

Conducting a Benchmark is doing research in a divers and complex field with a lot of different stakeholders involved. *Different* stakeholders have *different* positions and interests which require *different* ways of approaching them and keeping them informed. This differentiation between stakeholders and the various approaches to create their support are all part of Stakeholder Management.

Stakeholder Management always starts with a thorough stakeholder analysis to identify the most important stakeholders within the project. The second step is to identify roles for each stakeholder and to define who is responsible for which activity within the project. A common method for this role assigning is the RACI-method. This method assigns four different roles to each activity, providing a high level guideline on how different parties should (inter)act during that process step. The four roles of the RACI method are:

- **R:** Person is **R**esponsible for conducting a specific task / activity or process step (***"Rs" can be shared)***
- **A:** Person who carries **A**ccountability (end responsibility) for respective task (***Only one "A" can be assigned to an activity / decision)***
- **C:** Person who needs to be **C**onsulted before a (final) decision is made or action is taken (***"Cs" need two-way communication)***
- **I:** Person who needs to be **I**nformed after a decision has been made or action is taken (***"Is" need one-way communication)***

To receive a high level overview, this classification is done on the level of stakeholder groups. As these stakeholder groups consist of multiple individual stakeholders it should be noted that the results should be interpreted as such; differentiation in roles within a stakeholder group is possible. The activities shown in the matrix below, are high level activities encountered during the execution of the eGovernment Benchmark.

Activities	**EC** DG INFSO - *initiator*	Member States	**EC** DGs - *Relevant to domains*	Other stakeholders	Consulting firm - *contractor*
Start Up	A / R	C	C	I	R
Execution	A	I			R
Draft results	A	C	C		R
Reporting	A	I			R
Dissemination	A / R	I	I	I	R

Table 15. RACI chart

The matrix above gives a clear overview which stakeholders should be involved during different activities. For the eGovernment benchmark there are several activities which can be seen as key milestones in which the different stakeholders should engage.

DG INFSO is the initiator of the eGovernment benchmark and therefore in all stages accountable for the end result. The eGovernment benchmark is performed by a consulting firm, which makes the firm responsible for the different tasks/activities which have to be carried out in order to perform the eGovernment benchmark. Especially during the start-up and the dissemination phase it is important that both the initiator and the contractor are responsible for involving other stakeholders, therefore both parties are assigned with an 'R' which make them jointly responsible for the task/activities. Other relevant stakeholders – such as related DG's or representative organisations - all have the 'consulted' or 'informed' role.

Member States obviously have an important role in the eGovernment benchmark and will be informed about the progress of the eGovernment benchmark on a regular basis and consulted on several specific aspects of the benchmark execution. This will ensure that Member States are kept up to date as regards the progress of the benchmark exercise. Furthermore, Member States can always contact the Commission or project lead from the consortium. The exact input needed from Member States is shown in below Gantt chart (dark purple coloring) and is described in the sections concerning the User Survey and Mystery Shopping.

The timeline in the next paragraph includes stakeholder management as part of the overall project management of the project to keep stakeholders aligned during the execution of the Benchmark.

6.2. Timeline for activities

Herewith, we provide an indicative timeline of the 2012 Benchmark measurement. During this measurement we identify three main stage:

1. Mystery shopping
2. User survey
3. Overall project management

These three phases all consist of some main tasks which are partially conducted simultaneously. Below a global overview of the planning, assuming that the Benchmark measurement will start in June 2012. In light red it is indicated in which month(s) the tasks will be performed. In dark purple the involvement of Member State representatives is highlighted. The Member States will be involved in different stages, taking into account a minimum burden for them. For the mystery shopping and user survey they will be consulted and informed before the start. Also results about mystery shopping, user survey and overall results will in draft be discussed with Member States to enable Member States to give their input before final results will be published. In general, the central team will provide continuous communication of the progress of the project to the Member States.

Phase	Tasks	July	August	September	October	November	December	January	February
Mystery shopping									
	Recruitment of Mystery Shoppers								
	Selection of URLs								
	Explicative notes + template in Excel to collect URLs								
	Investigate and collect of URLs for 31 countries								
	Validate list of URLs with MS reps								
	Support / Help-desk to web researchers								
	Preparation of Mystery Shopping								
	Wording of questionnaires								
	Programming of questionnaire (Excel)								
	Creation of a comprehensive explicative guide								
	Data treatment (develop SAS program)								
	Train the Mystery Shoppers								
	Mystery shopping								
	Fieldwork								
	Support / Help-desk								
	Data treatment								
	Collect and data editing								
	Computation of indicators								
	Data Analysis								
	Creation of graphs								
	Consolidation of remarks of mystery shoppers to be used for the report								
	Validation								
	Final reporting								
	Draft report and consolidation final results								
	Editing report								
	Final reporting mystery shopping								
	Meetings and update								
	Meetings about mystery shopping (discuss results, progress)								
	Meetings with EC about Mystery shopping (2 times in Brussels)								
User Survey	Project briefing								
	Preparation and briefings								
	Kick-off meeting								
	Execution of user survey								
	internal meetings								
	survey instrument design								
	feed-back cycle client / Member States								
	translations								
	fieldwork								
	analysing results								
	feedback meetings with client / Member States								
	Reporting								
	Meetings								
	Reporting about user survey (consolidated version)								
	Editing								
	Presentation								
	Preparation of presentation								
	Presentation final deliverable								
	Meetings and update								
	Meetings about user survey (discuss results, progress)								
	Meetings with EC about user survey (2 times in Brussels)								
Overall project	Reporting								
	Calculation of indicators on basis of user survey and mystery sh.								
	Overall reporting								
	Editing report								
	Quality assurance of overall calculation and reporting								
	Feedback loop to Member States								
	Meeting about draft final report with EC								
	Digital exclusion of final deliverable								
	Project and stakeholder management								
	Coördination within consortium (including 2 meetings)								
	Coördination and communication with MS								
	Regular updates about project to EC (meetings / calls)								
	Meetings about final report								

Table 16. Gantt chart

Annex A. User Survey Questionnaire

I. User profiling

I.1. Internet adoption and use

1. How often, in the last twelve months, did you use the following devices to access the Internet?

Filter : None

	Not once	At least once, but not every month	At least once a month, but not every week	At least once a week, but not every day	Every day or almost every day
Laptop or desktop PC	o	o	o	o	o
Tablet (for example: iPad)	o	o	o	o	o
Smartphone (for example: iPhone, Blackberry)	o	o	o	o	o

I.2 Use of and satisfaction with non-governmental Internet applications

2. How often, during the past 12 months, did you use the Internet for each of the following purposes?

Filter : None

	Not once	At least once, but not every month	At least once a month, but not every week	At least once a week, but not every day	Every day or almost every day
To buy personal consumer goods or services (e.g., books, CDs, household goods, clothes, foodstuffs)	o	o	o	o	o
To buy tickets or make reservations for cultural events (for example: films, concerts, theatre)	o	o	o	o	o
To make travel or holiday bookings (for example: accommodation, trips, train or airline tickets)	o	o	o	o	o
To make use of online auction sites to buy or sell goods or services (for example: eBay)	o	o	o	o	o
To administer a bank account (i.e., to undertake Internet banking)	o	o	o	o	o
To participate in social networks (for example: Facebook, Netlog, Google+…)	o	o	o	o	o

To contribute to web logs or blogs	○	○	○	○	○
To download, watch or listen to music, films, video files, web radio or web TV	○	○	○	○	○
To download computer or video games or for online gaming	○	○	○	○	○
To telephone (e.g., Skype) or to make video calls (via webcam)	○	○	○	○	○
To check professional e-mail via webmail or a virtual private network (VPN) connection	○	○	○	○	○
To download/upload documents for professional purposes	○	○	○	○	○
To search the web for information for professional purposes	○	○	○	○	○

(For each purpose for which respondents used the Internet during the past 12 months)

3. Overall, how satisfied are you with these Internet applications?

Please express the extent to which you are satisfied with each of the following Internet applications on a scale from 0 to 10, with 0 meaning that you are totally dissatisfied and 10 that you are totally satisfied.
Filter : Only show purposes for which respondents used the Internet (according to Q2)

	Totally dissatisfied										Totally satisfied
	0	1	2	3	4	5	6	7	8	9	10
To buy personal consumer goods or services (e.g., books, CDs, household goods, clothes, foodstuffs)	○	○	○	○	○	○	○	○	○	○	○
To buy tickets or make reservations for cultural events (for example: films, concerts, theatre)	○	○	○	○	○	○	○	○	○	○	○
To make travel or holiday bookings (for example: accommodation, trips, train or airline tickets)	○	○	○	○	○	○	○	○	○	○	○
To make use of online auction sites to buy or sell goods or services (for example: eBay)	○	○	○	○	○	○	○	○	○	○	○
To administer a bank account (i.e., to undertake Internet banking)	○	○	○	○	○	○	○	○	○	○	○
To participate in social networks (for example: Facebook, Netlog, Google+…)	○	○	○	○	○	○	○	○	○	○	○
To contribute to web logs or blogs	○	○	○	○	○	○	○	○	○	○	○
To download, watch or listen to music, films, video files, web radio or web TV	○	○	○	○	○	○	○	○	○	○	○
To download computer or video games or for online gaming	○	○	○	○	○	○	○	○	○	○	○
To telephone (e.g., Skype) or to make video calls (via webcam)	○	○	○	○	○	○	○	○	○	○	○
To check professional e-mail via webmail or a virtual private network (VPN) connection	○	○	○	○	○	○	○	○	○	○	○
To download/upload documents for professional purposes	○	○	○	○	○	○	○	○	○	○	○
To search the web for information for professional purposes	○	○	○	○	○	○	○	○	○	○	○

I.3. Satisfaction with public administrations [29]

4. Overall, how satisfied are you with the quality of service provided by public administrations in general in your country?

Please express the extent to which you are satisfied with the quality of service provided by public administrations on a scale from 0 to 10, with 0 meaning that you are totally dissatisfied and 10 that you are totally satisfied.

Filter : None

	0	1	2	3	4	5	6	7	8	9	10
Quality of service provided by public administrations in general	o	o	o	o	o	o	o	o	o	o	o

I.4. Contact with public administrations

5. How often, in the past 12 months, did you have contact or interacted with public agencies or officials?

Filter : None

	Not once	At least once, but not every month	At least once a month, but not every week	At least once a week, but not every day	Every day or almost every day
For professional purposes	o	o	o	o	o
For my own personal purposes	o	o	o	o	o
On behalf of relatives or friends	o	o	o	o	o
By some professional intermediary on my behalf	o	o	o	o	o
By someone else (e.g. family, friends) on my behalf	o	o	o	o	o

II Use of eGovernment

II.I. General use of eGovernment

II.I.a. Use of public Internet applications

6. How often, during the past 12 months, did you use the Internet for each of the following purposes?

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)

	Not once	At least once, but not every month	At least once a month, but not every week	At least once a week, but not every day	Every day or almost every day

[29] This figure will not be published. However, it will be used in framing the assessment of satisfaction with eGovernment services

To contact public administrations by e-mail (for example: to ask a question, formulate a complaint)	o	o	o	o	o
To obtain information from public administrations' websites (for example: via search engines such as Google, via government portals or via websites of public agencies)	o	o	o	o	o
To download official forms that are necessary to obtain a public service (for example: to obtain a certificate, permit or subsidy)	o	o	o	o	o
To send (upload) completed web forms that are necessary to obtain a public service (for example: to obtain a certificate, permit or subsidy)	o	o	o	o	o
To contact political representatives of local, regional, national or European government by e-mail	o	o	o	o	o
To consult policy documents or decisions on local, regional, national or European government websites	o	o	o	o	o
To participate in online consultations on policy issues organized by local, regional, national or European government (for example: via polls or panels)	o	o	o	o	o
To participate in interactive discussions about local, regional, national or European policy issues (for example: via online discussion forums)	o	o	o	o	o
To participate in collaborative platforms (e.g. to alert the administration about service malfunctioning etc.)	o	o	o	o	o

II.I.b. Use of government websites

7. How often, during the past 12 months, did you use the Internet for each of the following purposes?

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)

	Not once	At least once, but not every month	At least once a month, but not every week	At least once a week, but not every day	Every day or almost every day
To consult the national government portal	o	o	o	o	o
To consult the regional government portal	o	o	o	o	o
To consult the website of the city or municipality where I live	o	o	o	o	o

II.2. Use of eGovernment in citizen life events

II.2.a. Government contact/service

8. Below we present a series of events that may occur in your personal life. Did you, <u>in the past 12 months</u>, come into contact with public agencies or officials (e.g., in-person, by phone, mail, e-mail or websites) as a result of the following events, <u>either for your own personal purposes or on behalf of someone else?</u>

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)

	Yes, for my own personal purposes	Yes, on behalf of someone else	Yes, for my own personal purposes AND on behalf of someone else	No
Enrolling in higher education and/or applying for a study grant	o	o	o	o
Starting a procedure for a disability allowance	o	o	o	o
Looking for a job	o	o	o	o
Becoming unemployed	o	o	o	o
Retiring	o	o	o	o
Applying for a driver's licence (or renewing an existing one)	o	o	o	o
Registering a car	o	o	o	o
Buying, building or renovating a house	o	o	o	o
Moving and changing address within one country	o	o	o	o
Moving or preparing to move to another country (ex. to study, work, retire…)	o	o	o	o
Needing a passport to travel to another country	o	o	o	o
Declaring the birth of a child and/or applying for a birth grand	o	o	o	o
Marrying or changing marital status	o	o	o	o
Death of a close relative and/or starting an inheritance procedure	o	o	o	o
Starting a new job	o	o	o	o
Making a doctor's appointment in a hospital	o	o	o	o
Reporting a crime (smaller offences, e.g. theft, burglary etc.)	o	o	o	o
Declaring income taxes	o	o	o	o
Making use of the public library	o	o	o	o

II.2.b. Channels used/Internet used
(For each event for which respondents came into contact with public agencies)

9. When you, in the past 12 months, came into contact with public agencies or officials as a result of these events, by what means did you interact?

For each event indicates all channels that apply, possibly for various reasons (e.g., to obtain information, send or receive a question, request an official document or apply for a service).
Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)
Filter : Only show life events for which respondents came into contact with public agencies (according to Q8)

	In-person, face-to-face	Mail, posted letter, fax	Telephone (fixed line or mobile)	E-mail	Internet websites	Tablet / smartphone apps
Enrolling in higher education and/or applying for a study grant	o	o	o	o	o	o
Starting a procedure for a disability allowance	o	o	o	o	o	o
Looking for a job	o	o	o	o	o	o
Becoming unemployed	o	o	o	o	o	o
Retiring	o	o	o	o	o	o
Applying for a driver's licence (or renewing an existing one)	o	o	o	o	o	o
Registering a car	o	o	o	o	o	o
Buying, building or renovating a house	o	o	o	o	o	o
Moving and changing address within one country	o	o	o	o	o	o
Moving or preparing to move to another country (ex. to study, work, retire…)	o	o	o	o	o	o
Needing a passport to travel to another country	o	o	o	o	o	o
Declaring the birth of a child and/or applying for a birth grand	o	o	o	o	o	o
Marrying or changing marital status	o	o	o	o	o	o
Death of a close relative and/or starting an inheritance procedure	o	o	o	o	o	o
Starting a new job	o	o	o	o	o	o
Making a doctor's appointment in a hospital	o	o	o	o	o	o
Reporting a crime (smaller offences, e.g. theft, burglary etc.)	o	o	o	o	o	o
Declaring income taxes	o	o	o	o	o	o
Making use of the public library	o	o	o	o	o	o

II.2.c. Channels preferred /Internet preferred
(For each event for which respondents came into contact with public agencies)

10. If you were to come into contact again with public agencies or officials as a result of these events, by which of the following means would you prefer to interact?

For each event please indicate the one channel that you would prefer as your main way of interacting.

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)
Filter : Only show life events for which respondents came into contact with public agencies (according to Q8)

	In-person, face-to-face	Mail, posted letter, fax	Telephone (fixed line or mobile)	E-mail	Internet websites	Tablet / smartphone apps

Enrolling in higher education and/or applying for a study grant	○	○	○	○	○	○
Starting a procedure for a disability allowance	○	○	○	○	○	○
Looking for a job	○	○	○	○	○	○
Becoming unemployed	○	○	○	○	○	○
Retiring	○	○	○	○	○	○
Applying for a driver's licence (or renewing an existing one)	○	○	○	○	○	○
Registering a car	○	○	○	○	○	○
Buying, building or renovating a house	○	○	○	○	○	○
Moving and changing address within one country	○	○	○	○	○	○
Moving or preparing to move to another country (ex. to study, work, retire…)	○	○	○	○	○	○
Needing a passport to travel to another country	○	○	○	○	○	○
Declaring the birth of a child and/or applying for a birth grand	○	○	○	○	○	○
Marrying or changing marital status	○	○	○	○	○	○
Death of a close relative and/or starting an inheritance procedure	○	○	○	○	○	○
Starting a new job	○	○	○	○	○	○
Making a doctor's appointment in a hospital	○	○	○	○	○	○
Reporting a crime (smaller offences, e.g. theft, burglary etc.)	○	○	○	○	○	○
Declaring income taxes	○	○	○	○	○	○
Making use of the public library	○	○	○	○	○	○

II.2.d. Types/levels of interaction

(For each event for which respondents came into contact with public agencies by e-mail, via Internet websites and/or via tablet / smartphone apps)

11. When you came into contact with public agencies or officials by e-mail, via Internet websites and/or via tablet / smartphone apps as a result of these events, what exactly did you do?

Please indicate all the activities that apply.

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)
Filter : Only show life events for which respondents came into contact with public agencies by e-mail, via Internet websites and/or via tablet / smartphone apps (according to Q9)

- ❑ I sent or received e-mail
- ❑ I searched for information on (a) government website(s)
- ❑ I applied for a service by downloading an official form
- ❑ I applied for a service by returning (uploading or filling in online) a completed form electronically
- ❑ I got an official document or service delivered electronically
- ❑ I was attended to or proposed a public service to which I am entitled without asking for it

II.2.e. Non-use of eGovernment

If respondents indicated that in the past 12 months they did not come into contact with public agencies or officials by e-mail, via Internet websites or via tablet / smartphone apps:

12. What are the reasons for not having used e-mail, Internet websites or tablet / smartphone apps to come into contact with public agencies or officials?

Please indicate all your reasons for not having used e-mail, Internet (websites) or tablet / smartphone apps that apply.

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5), but did not come into contact with public agencies or officials by e-mail, via Internet websites or via tablet / smartphone apps for any of the life events presented (according to Q9)

- ❑ I was not aware of the existence of relevant websites or online services
- ❑ I preferred to have personal contact to get what I wanted/needed
- ❑ I expected to have things done more easily by using other channels
- ❑ I did not use the Internet because of concerns about protection and security of personal data
- ❑ I did not have the skills or did not know how to get what I wanted/needed via the Internet
- ❑ I could not find or access the information or services I wanted/needed
- ❑ The relevant services will require personal visits or paper submission anyway
- ❑ I tried but I abandoned the service, because the service was too difficult to use
- ❑ I tried but I abandoned the service, because the service's website or application had technical failures
- ❑ I did not expect to save time by using the Internet to get what I wanted/needed
- ❑ Other reasons

13. If you were to come into contact with public agencies or officials in the future, how likely is it that you would use e-mail, Internet websites or tablet / smartphone apps?

Filter : If respondents, in the past 12 months, did not have contact or interacted with public agencies or officials, at least once and in own person (according to Q5), or did not come into contact with public agencies or officials by e-mail, via Internet websites or via tablet / smartphone apps for any of the life events presented (according to Q9)

- ❑ Very likely, almost certainly
- ❑ Likely
- ❑ Neither likely nor unlikely
- ❑ Not likely
- ❑ Not very likely, almost certainly not

14. If you were to come into contact with public agencies or officials in the future, by which of the following means would you prefer to interact?

Please indicate the one channel that you would prefer as your main way of interacting.
Filter : If respondents, in the past 12 months, did not have contact or interacted with public agencies or officials, at least once and in own person (according to Q5), or did not come into contact with public agencies or officials by e-mail, via Internet websites or via tablet / smartphone apps for any of the life events presented (according to Q9)

- ❑ In-person, face-to-face
- ❑ Mail, posted letter, fax
- ❑ Telephone (fixed line or mobile)
- ❑ SMS (texting)
- ❑ E-mail
- ❑ Internet websites
- ❑ Tablet / smartphone applications

III. Satisfaction with eGovernment

III.I. Satisfaction with eGovernment at general level

III.I.a. Satisfaction with public Internet applications
(to ask immediately after II.1.a. Use of public Internet applications)

For each public Internet application used by respondents during the past 12 months:

15. Overall, how satisfied are you with the following Internet applications?

Please express the extent to which you are satisfied with each of the following Internet applications on a scale from 0 to 10, with 0 meaning that you are totally dissatisfied and 10 that you are totally satisfied.

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)
Filter : Only show purposes for which respondents used the Internet (according to Q6)

	Totally dissatisfied										Totally satisfied
	0	1	2	3	4	5	6	7	8	9	10
To contact public administrations by e-mail (for example: to ask a question, formulate a complaint)	o	o	o	o	o	o	o	o	o	o	o
To obtain information from public administrations' websites (for example: via search engines such as Google, via government portals or via websites of public agencies)	o	o	o	o	o	o	o	o	o	o	o
To download official forms that are necessary to obtain a public service (for example: to obtain a certificate, permit or subsidy)	o	o	o	o	o	o	o	o	o	o	o
To send (upload) completed web forms that are necessary to obtain a public service (for example: to obtain a certificate, permit or subsidy)	o	o	o	o	o	o	o	o	o	o	o
To contact political representatives of local, regional, national or European government by e-mail	o	o	o	o	o	o	o	o	o	o	o
To consult policy documents or decisions on local, regional, national or European government websites	o	o	o	o	o	o	o	o	o	o	o
To participate in online consultations on policy issues organized by local, regional, national or European government (for example: via polls or panels)	o	o	o	o	o	o	o	o	o	o	o
To participate in interactive discussions about local, regional, national or European policy issues (for example: via online discussion forums)	o	o	o	o	o	o	o	o	o	o	o
To participate in collaborative platforms (e.g. to alert the administration about service malfunctioning etc.)	o	o	o	o	o	o	o	o	o	o	o

III.I.b. Satisfaction with government websites
(to ask immediately after II.1.b. Use of government websites)

For each type of government website used by respondents during the past 12 months:

16. Overall, how satisfied are you with the following Internet applications?

Please express the extent to which you are satisfied with each of the following Internet applications on a scale from 0 to 10, with 0 meaning that you are totally dissatisfied and 10 that you are totally satisfied.

Filter : Only if respondents, in the past 12 months, did have contact or interacted with public agencies or officials, at least once and in own person (according to Q5)
Filter : Only show purposes for which respondents used the Internet (according to Q7)

	Totally dissatisfied										Totally satisfied
	0	1	2	3	4	5	6	7	8	9	10
To consult the national government portal	o	o	o	o	o	o	o	o	o	o	o
To consult the regional government portal	o	o	o	o	o	o	o	o	o	o	o
To consult the website of the city or municipality where I live	o	o	o	o	o	o	o	o	o	o	o

III.2. Satisfaction with eGovernment in citizen life events

The following questions apply to the events for which respondents came into contact with public agencies or officials by e-mail, Internet websites and/or tablet /smartphone apps.

III.2.a. Overall level of satisfaction

17. Overall, how satisfied were you with the e-mail/Internet contact with public agencies or officials as a result of the following events?

Please express the extent to which you were satisfied with the contact by e-mail, via Internet websites and/or via tablet / smartphone apps on a scale from 0 to 10, with 0 meaning that you were totally dissatisfied and 10 that you were totally satisfied.

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)Filter : Only show life events for which respondents came into contact with public agencies by e-mail, via Internet websites and/or via tablet / smartphone apps (according to Q9)

	0	1	2	3	4	5	6	7	8	9	10
Enrolling in higher education and/or applying for a study grant	o	o	o	o	o	o	o	o	o	o	o
Starting a procedure for a disability allowance	o	o	o	o	o	o	o	o	o	o	o
Looking for a job	o	o	o	o	o	o	o	o	o	o	o
Becoming unemployed	o	o	o	o	o	o	o	o	o	o	o
Retiring	o	o	o	o	o	o	o	o	o	o	o
Applying for a driver's licence (or renewing an existing one)	o	o	o	o	o	o	o	o	o	o	o
Registering a car	o	o	o	o	o	o	o	o	o	o	o
Buying, building or renovating a house	o	o	o	o	o	o	o	o	o	o	o
Moving and changing address within one country	o	o	o	o	o	o	o	o	o	o	o
Moving or preparing to move to another country (ex. to study, work, retire…)	o	o	o	o	o	o	o	o	o	o	o
Needing a passport to travel to another country	o	o	o	o	o	o	o	o	o	o	o
Declaring the birth of a child and/or applying for a birth grand	o	o	o	o	o	o	o	o	o	o	o

Marrying or changing marital status	○	○	○	○	○	○	○	○	○	○	○
Death of a close relative and/or starting an inheritance procedure	○	○	○	○	○	○	○	○	○	○	○
Starting a new job	○	○	○	○	○	○	○	○	○	○	○
Making a doctor's appointment in a hospital	○	○	○	○	○	○	○	○	○	○	○
Reporting a crime (smaller offences, e.g. theft, burglary etc.)	○	○	○	○	○	○	○	○	○	○	○
Declaring income taxes	○	○	○	○	○	○	○	○	○	○	○
Making use of the public library	○	○	○	○	○	○	○	○	○	○	○

III.2.b. Comparison with expectations

18. Looking back, how did the contact with public agencies or officials by e-mail, via Internet websites and/or via tablet / smartphone apps compare with what you had expected?

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)

- ❑ Much better
- ❑ Better
- ❑ Neither better nor worse
- ❑ Worse
- ❑ Much worse

III.2.c. Achievement of objectives

19. In the end, did you get what you wanted or needed?

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)

- ❑ Yes, totally
- ❑ Partially
- ❑ No, not at all
- ❑ I can't say, my interactions with public agencies are still ongoing

III.2.d. Likelihood of re-use

20. If you were to come into contact again with public agencies or officials, how likely is it that you would use e-mail, Internet websites and/or tablet / smartphone apps again?

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)

- ❑ Very likely, almost certainly
- ❑ Likely
- ❑ Neither likely nor unlikely
- ❑ Not likely
- ❑ Not very likely, almost certainly not

IV. Perceived benefits of eGovernment

21. To what extent do you agree or disagree with the following statements? When compared with other means to come into contact with public agencies or officials (e.g., in-person, by phone or mail), through use of e-mail, Internet websites and/or tablet / smartphone apps …

Filter : Only if respondents, in the past 12 months, came into contact with public agencies by e-mail, via Internet websites or via tablet / smartphone apps, for at least one life event (according to Q9)

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know	Not applicable
I saved time	o	o	o	o	o	o	o
I saved money	o	o	o	o	o	o	o
I gained flexibility (in time and place)	o	o	o	o	o	o	o
I got better quality of service	o	o	o	o	o	o	o
The process of service delivery was simplified	o	o	o	o	o	o	o
I got better control over the process of service delivery	o	o	o	o	o	o	o
The process of service delivery became more transparent	o	o	o	o	o	o	o
My trust in public administration increased	o	o	o	o	o	o	o

IV. Citizen socio-demographic profiles

22. Are you … male/female

23. Please indicate the year in which you were born: YYYY

24. What formal education do you have?

Please indicate the highest level of formal education that you completed.

- ❑ Primary or lower secondary school, or no formal education
- ❑ Upper secondary school
- ❑ Higher education (e.g., university, college, polytechnic)

25. How would you describe your current situation?

- ❑ Student
- ❑ Housewife/husband
- ❑ Employed or self-employed
- ❑ Unemployed
- ❑ Retired
- ❑ Other (not in the labour force for whatever reason)

If Employed or Self-employed:

26. How would you describe your occupation?

- ❑ Skilled or unskilled labourer
- ❑ Office worker
- ❑ Manager, executive, senior staff member
- ❑ Self-employed, business owner (with less than 5 employees)
- ❑ Self-employed, business owner (with at least 5 employees)
- ❑ Liberal professional (e.g., architect, doctor, lawyer)
- ❑ Government official, civil servant
- ❑ Other

If Employed or Self-employed, but not Government official, civil servant:

27. On average how often do you for professional reasons come into contact with public agencies or officials?

- ❑ Every day or almost every day
- ❑ At least once a week (but not every day)
- ❑ At least once a month (but not every week)
- ❑ Less than once a month
- ❑ Never

In which of the following regions do you live?

Based on NUTS 1 classification for each MS

Annex B. Life Event Process Models

Losing and Finding a Job

Persona

Marc, 29 years, lost his job as financial administrator because the company he was working for had to lay off employees due to decreased profits as result of the economic crisis. After this nasty blow, Marc pulls himself together and decides to get back into work as soon as possible.

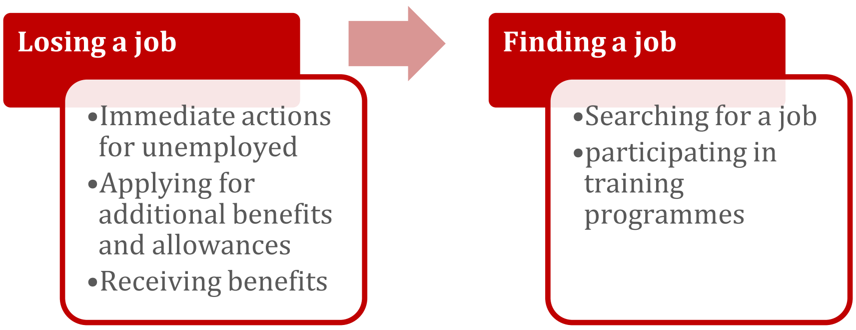
First of all he registers himself as unemployed and he applies for unemployment benefits. He wonders how much benefits he is entitled to and for how long, and searches for this information in his personalised file. Marc is breadwinner in his family, which besides him consists of his wife and three sons. Taking care of regular costs for housing, living and education of his children is a heavy burden (also affecting his physical and mental well being), but he finds out there are several possibilities to get help and support from the government and also to ensure continuity of medical insurance and pension during his unemployment. Marc wants to find out for which additional benefits and allowances he is entitled to and he performs a means test. He easily understands what documents are required when applying for these additional benefits and allowances.

Marc is very eager to go back to work as soon as possible and therefore immediately obtains information about the labour market and information on recruitment fairs. To increase his chances, he seeks help for assistance by a public officer. Furthermore, he creates a personalised file ('myprofile'), which includes his updated CV and some general information. Based on his interests in finance he chooses to receive job alerts and actively searches for vacancies in databases. To further increase his changes on the labour market, Marc subscribes to a training and education programme and in parallel explores other career opportunities (including starting up as self-employed). As Marc lives close to the border, he also favours the possibility of working abroad and looks for services related to job search and labour market in his neighbouring country.

When celebrating his 30th birthday with his new colleagues, he is very satisfied with the information, services and support delivered by the involved public organisations as they enabled him to apply for relevant benefits to support his family during his period of unemployment and at the same time provided him with the opportunities to get back into work in a relatively short period of time.

Process model

The general process model distinguishes 5 stages in the Life Event of Losing and Finding a Job:



These stages break down in individual service functions or services. The below table shows each service and the corresponding definition. The columns to the right indicate whether the service is considered as basic or extended service and if it applies to the cross-border assessment.

Life Event of Losing and Finding a Job				
Process stage		**Definition of Service**	**Basic or Extended service?**	**National (NAT) or Cross Border (CB)**
A. Losing a job				
1	**Immediate actions for unemployed**			
1.1	**Registering as unemployed**	As soon as you become unemployed you must register yourself as unemployed at an administrative office for unemployed people to receive unemployment benefits and help in finding a job.	Basic	NAT
1.2	**Registering for unemployment benefits**	Register for unemployment benefits include bringing documents such as letter of employee in some circumstances, proof of identity, bank statements, proof of adress etc.	Basic	NAT
1.3	**Accessing personalized information**	I.e. consulting how much benefits the job seeker is entitled to and for how long	Extended	NAT
2	**Applying for additional benefits and allowances**			
2.1	**Doing a means test**	I.e.doing a test that allows job seekers to calculate income and expenditures during their unemployment and provide insight into benefits a job seeker is eligible for	Extended	NAT
2.2	**Being assisted by a public officer**	In search fo relevant services and support	Extended	NAT
2.3	**Understanding what documents are required when applying for additional benefits**	I.e. accessing a listing of documents required to obtain the additional unemployment benefits	Extended	NAT
2.4	**Ensuring continuity of medical insurance**	Making sure to continue medical insurance when becoming unemployed	Basic	NAT
2.5	**Ensuring continuity of pension payments**	Making sure to continue pension payments when becoming unemployed	Basic	NAT
2.6	**Obtaining guidance related to housing**	Guidance can for example cover rent supplements, applying for community housing, contact details of housing associations and legal advice. This includes ensuring housing benfits when becoming unemployed.	Extended	NAT
2.7	**Accessing Debt counselling services**	Gaining access to a debt counselling service (eg related to problems with paying off mortgage)	Extended	NAT
2.8	**Accessing health promotion programs**	This can cover medical checks, health or fitness programs to promote health care for unemployed	Extended	NAT
2.9	**Obtaining guidance in case of invalidity, sickness, employment injuries**	Gaining access to benefits and provisions in case of invalidity or sickness.	Extended	NAT
2.10	**Obtaining financial aid for starting up as a self-employed**	Gaining access to (financial) subsidies when starting as a self employed.	Extended	NAT

2.11	**Accessing social welfare appeals**	Clearly provide an explanation of the necessary steps for a citizen in case he/she feels to have been wrongly refused a social welfare benefit	Basic	NAT
3	**Receiving benefits which apply to you**			
3.1	**Provide evidence that you are looking for work**	To receive benefits, you must genuinely look for work and show evidence of this (eg provide evidence that you wrote letters or turned up for an interview at the public office every 30 days)	Basic	NAT
3.2	**Obtaining a tax refund or any other tax-related benefits**	Receiving the benefits and allowances you obtained for as an unemployed	Basic	NAT
B. Finding a job				
4	**Searching for a job**			
4.1	**Orientation on labor market**	I.e. obtaining labor market information on vacancies and/or skills needs and recruitment fairs	Extended	NAT
4.2	**Job search**	i.e. searching vacancies data base and reply to job vacany sending an application	Basic	NAT
4.3	**Receiving 'job alerts'**	I.e. automatically receiving job offers matching the job seeker's profile	Extended	NAT
4.4	**Setting up a personal space**	I.e. registering and setting up a 'myprofile', including creation/posting of a CV	Extended	NAT
5	**Participating in training programs**			
5.1	**Subscribing to training and education programmes**	This refers to specific technical skills/competencies/qualifications	Extended	NAT
5.2	**Subscribing to vocational/careers advice**	This refers to soft skills/competencies such as time keeping, personal presentation, communication, CV writing, application and interview performance	Extended	NAT

Business Start-Ups and Early Trading Operations

Persona

Carl, 45 years, has made plans to start his own restaurant right at the centre of his lively city. He has found sufficient information online to help him prepare for the actual setting up of his business and made sure to obtain necessary administrative requirements online.

When starting a business in the catering industry, one needs a HACCP[30] diploma as professional requirement. Furthermore, Carl has found out that his catering businesses must comply with environmental regulation concerning possible noise pollution and handling of waste. Applying for this permit is easily possible through the website of the local community.

Carl starts his business as a sole proprietor. Due to very successful opening event, which was part of the strategy he laid down in his business plan, he attracts a steady crowd in the weeks and months after. Soon he realises he needs some more help to ensure smooth service for his guests and he hires a chef and waiter. Information and the necessary

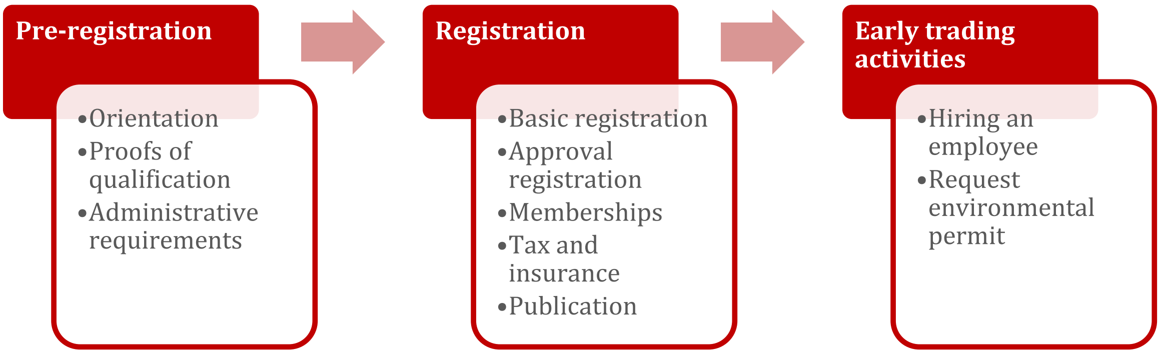
[30] See a.o. http://ec.europa.eu/food/food/biosafety/hygienelegislation/guidance_doc_haccp_en.pdf

actions needed as regards taxes and employment services are available online, which saves our busy restaurant owner some of his valuable time.

After a very succesfull first year, Carl wants to explore his horizons and considers opening a new restaurant in his favourite holiday desination. The online availability of information and services concerning the registration of his restaurant there, simply overcomes any barriers such as authentication, travelling or language.

Process model

The general process model distinguishes 3 main phases and 11 stages in the Life Event of Business Start-ups and Early Trading Operations:



These stages break down in individual service functions or services. The below table shows each service and the corresponding definition. The columns to the right indicate whether the service is considered as basic or extended service and if it applies to the cross-border assessment.

Life Event of Business Start-Up and Early Trading Operations				
Process Stage		**Definition of Service**	**Basic or Extended service?**	**National (NAT) or Cross Border (CB)**
A. Pre-Registration Sub Phases				
1	**Orientation**			
1.1	**Obtaining information about starting a business**	Think of: starters orientation days, seminars about starting a business, tools for starters etc.	Extended	NAT
1.2	**Setting up a business plan**	When starting a business, almost all businesses have a business plan. Is there any help for entrepreneurs to accomplish a business plan?	Extended	NAT
1.3	**Explore financial possibilities**	Are there any tools which help entrepreneurs in gaining financial information / possibilities when starting a business	Extended	NAT
2	**Proofs of Qualification**			
2.1	**Confirm general management qualifications with authorities.**	In certain European countries, but not all, it is required that entrepreneurs provide proof of more general managerial qualifications when starting up a business. This can include providing proof of general administrative and financial management and/or accounting skills.	Basic	NAT
2.2	**Confirm activity-specific qualifications with authorities.**	Activity –specific skills relate to a specific profession. This service refers to proving (through a diploma for example) that the entrepreneur is capable of and trained to carry out a specific profession.	Basic	NAT

3	**Administrative requirements**			
3.1	**Obtain certificate of no outstanding taxes**	This service refers to obtaining a certificate which proves that the entrepreneur has paid all his taxes.	Basic	NAT+CB
3.2	**Obtain character reference**	This service refers to obtaining a certificate of good conduct, proving that the entrepreneur has not been convicted for unlawful acts.	Basic	NAT+CB
3.3	**Obtain certificate of no outstanding social security and/or healthcare charges**	This service refers to obtaining a certificate which proves that the entrepreneur has paid all his social security and/or healthcare charges.	Basic	NAT+CB
3.4	**Obtain certificate from bank of capital deposited**	This service refers to obtaining a certificate which proves that the entrepreneur has paid the start-up capital required to start up the company.	Basic	NAT+CB
B. Registration Sub Phases				
4	**Basic registration**			
4.1	**Fill in standard form for registration deed**	This service refers to filing in a generic business registration form, in its broadest sense.	Basic	NAT + CB
4.2	**Register company name**	This service ensures that the entrepreneur obtains the company name he is seeking and the formal approval of the proposed name.	Basic	NAT + CB
4.3	**Register domicile of business**	This service refers to registering the company's address.	Basic	NAT + CB
4.4	**Formal validation of signatures of representatives of the business**	Before a person can act as a representative of the business, his formal signature needs to be checked at a government department (not mandatory in all MS)	Basic	NAT + CB
5	**Approval of registration**			
5.1	**Register with Commercial Court/Court of First Instance or equivalent**	This service refers to registration with courts.	Basic	NAT + CB
5.2	**Register with central/regional/local government**	This service refers to registration with government (all levels: ministries, municipal governments, etc.).	Basic	NAT + CB
5.3	**Register with Trade Register/ Craft Register**	This service refers to registration in public registers.	Basic	NAT + CB
6	**Memberships**			
6.1	**Register with Trade Association/Chamber of Commerce**	This service refers to registration with chambers of trade, commerce and/or industry.	Basic	NAT + CB
7	**Tax-related matters**			
7.1	**Obtain tax identification card/number**	This service refers to tax payer registration numbers.	Basic	NAT + CB
7.2	**Obtain VAT collector number**	This service refers to VAT numbers.	Basic	NAT + CB
8	**Insurance-related matters**			
8.1	**Register with Social Security Office**	This service refers to registering with Social Security.	Basic	NAT + CB
8.2	**Register with mandatory pension insurance**	This service refers to signing up for mandatory pension insurance.	Basic	NAT + CB

8.3	**Register with compulsory healthcare**	This service refers to signing up for compulsory healthcare.	Basic	NAT + CB
8.4	**Register with mandatory civil insurance**	This service refers to subscribing to a mandatory civil insurance, e.g. for employers' liability.	Basic	NAT + CB
9	**Publication**			
9.1	**Publish registration in Official Journal or equivalent**	This service is often automated in EU countries. It refers to publishing key information on the newly set up company in the Official Journal.	Basic	NAT + CB
C. Early trading activities				
10	**Hiring a first employee**			
10.1	**Register your company as an employer**	To hire an employee the company should be registered as an employer at the tax office to create a PAYE (Pay As You Earn) scheme for tax, national insurance, etc..	Basic	NAT
10.2	**Register employee before first work day**	In some Member States, employers should announce the start of a first employee before the first day of working, normally at tax office (to prevent fraud and illegal work)	Basic	NAT
10.3	**Tax related obligations**	Withholding of income tax and possibly other taxes from the employee's wages	Basic	NAT
10.4	**Obligations related to social security**	Withholding of contributions for social insurances from employee's wages	Basic	NAT
10.5	**Obligations regarding reporting and documentation**	Regular statistical reporting duties related to employment (including obligation to maintain a personal register for statistical purposes)	Extended	NAT
10.6	**Obligations related to work place security**	In most Member States it is required to have a documented Health & Safety plan when hiring employees	Extended	NAT
10.7	**Obligations related to training**	Obligation to organise professional training for the employee (not in all MS obligatory)	Extended	NAT
11	**Request an environmental permit**			
11.1	**Find out if you need to register for an environmental permit or register as an exemption**	Based upon the activities the company is carrying out, the company can register an exemption or need a full permit For example, companies dealing with IPPC-regulation always need a full environmental permit.	Extended	NAT
11.2	**Submit an application for environmental permit**	This application includes generally supporting documents such as engineering reports, geological evaluations and financial assurance instruments	Basic	NAT

Studying

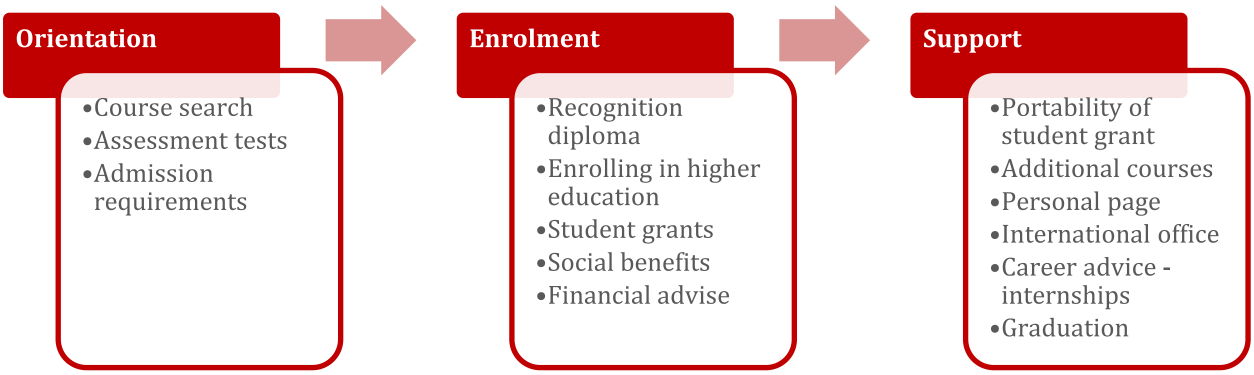
Persona

Maria, female, 20 years old, wants to enrol in a Business Administration bachelor in her country. She searches online for information to help her make a choice and she wants to know how she can prepare for the start of the curriculum. She enrols in the university in her capital city. In order to be self-supporting, she depends on Student finance and complementary social benefits. Insight into her financials is hence important for her. Keeping track of progress is easy as her university provides students with a personal page which enables to look op their grades online and register for additional courses and exams. The university also provides information for students who want to have a practical learning experience and places vacant internships online.

After two years, Maria wants to engage in an international experience in another EU country, improve her language skills and is orientating to continue her study abroad for a period of 6 months. She searches for general information about possible destination countries and wants to know what is required for enrolment. Again her financial situation requires she has clear understanding of what she can expect when studying abroad, including eventual possibility of keeping her student finance.

Process model

The general process model distinguishes 3 stages in the Life Event of Studying:



These stages break down in individual service functions or services. The below table shows each service and the corresponding definition. The columns to the right indicate whether the service is considered as basic or extended service and if it applies to the cross-border assessment.

Life Event of Studying				
Process stage		**Definition of Service**	**Basic or Extended service?**	**National (Nat) or Cross border (CB)?**
1. Orientation				
1.1	**Advanced course search**	Possibility for a student to easily perform a search, which allows him to view and compare information between certain courses or universities	Extended	Nat + CB
1.2	**Perform assessment tests**	Assessment tests to prepare student for the start of his curriculum (content specific, language, or other)	Extended	Nat + CB
1.3	**Understand admission requirements**	General help-wizards or checklists (also specifically for studying abroad). A tool which allows a student to easily gain insights into what is needed when enrolling in higher education.	Extended	Nat + CB
2. Enrolment				
2.1	**Request recognition of diploma**	Apply for status declaration or legalization of diploma	Basic	CB
2.2	**Enrolling in higher education**	Standard procedure to enroll students in a university or another institution of higher education subsidized by an official administrative body in the country, including the provision of personal documents and/or eventual qualifications	Basic	Nat + CB
2.3	**Applying for student grants**	Standard procedure to obtain student grants for higher education.	Basic	Nat + CB

2.4	**Applying for social benefits**	Standard procedure to obtain benefits when enrolling in higher education (other then specific study grants) because of financial hardship or disability.	Basic	Nat + CB
2.5	**Financial advise**	Advise or calculator which enables a student to calculate possible available grants, social benefits and loan, based on his personal situation, making him aware of possible financial support.	Extended	Nat + CB
3. Support (during study/studying)				
3.1	**Portability of student grant (abroad)**	Procedure to keep a student grant when continuing a study abroad (temporarily)	Basic	CB
3.2	**Enrolment additional courses (eg language)**	Procedure to enroll in short-term courses (other than undergraduate education)	Extended	Nat + CB
3.3	**Personal profile**	Personal page with possibility to access personal data and obtained grades	Extended	Nat + CB
3.4	**International office**	Availability of an international office within the university, explicitly for foreign students, providing support.	Extended	Nat + CB
3.5	**Career advice - internships**	Availability of a career advice center which provides information on and possibility to search for existing vacant internships with (inter)national businesses	Extended	Nat + CB
3.6	**Register for graduation ceremony**	Procedure to register for a graduation session to actually receive a diploma	Basic	Nat

Annex C. Mystery Shopping Questionnaire

For in-country assessment:

A. Online availability of services[31]:

Assessment of each basic and extended service in the Life Event process model:

A1 Is *information* about the service available online?

A2 Is the actual *service* available online[32]?

A3 Is the service/information about the service available through (one of the) relevant portal(s)? (with a maximum of 2 portals)

B. Usability of services:

Assessment of relevant domain websites and/or portal(s):

Support & Help

B1 Is there a Frequently-Asked-Question (FAQ or similar) section?

B2 Is a demo (any type: click-through demo, online video, downloadable manual explaining the steps the user has to take,…) of the service available?

OR

Is there a live support functionality 'click to chat' available on the website?

B3 Can the division/department responsible for delivery be identified and contacted (generic contact details do not suffice to positively score on this metric)?

B4 Are there alternative delivery channels mentioned on the web site?
(for instance, call centres, email, small private businesses providing basic government services, customized applications (apps) or authorised intermediaries)

Giving feedback

B5 Are feedback mechanisms available to the user to give his opinion on the service?
(any type: user satisfaction monitoring, polls, surveys, ...; the provision of contact details does not suffice to positively score on this metric. A reference must be made to user satisfaction surveys, feedback options, complaints management and alike, clearly encouraging the user to provide feedback.

B6 Are discussion fora or social media available?
(any type: for online discussions amongst users and with the public administration, directed from/to the domain website(s))

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[31] The landscaping will in addition ask for automated service provision and whether a service is provided by the private sector.

[32] The meaning of 'online available' will depend upon the service and is hence integrated in the individual service definition. For instance, the service 'register company name' is defined as not only ensuring the entrepreneur obtains the company name he is seeking (the registration deed), but also the formal approval of the proposed name. This service will be considered online available when both the registration and approval are possible online – without any paper of physical visit required.

B7 Are complaint procedures available?
(any type: redress, dispute resolutions)

Assessment of each stage (cluster of services) in the Life Event process model:

Overall Ease of Use (qualitative assessment by shoppers – per Life Event stage):

B8 Were you able to complete the required process steps smoothly and achieve your goal?

This question will be answered by scoring below sub-questions:

- Were you able to achieve your goal? (10=yes, totally and I will use the internet next time I need to be in contact with the government, 1=no, not at all)
- Were instructions, support and/or help functionalities for the services in this Life Event stage sufficient to understand what was required? (10=yes, I could find answers to every possible question I had, 1=no, there were none or only very basic/simplistic possibilities to help me on my journey)
- Was the succession of process steps logical? (10=yes, to a high extent, I could easily understand, 1=no, I needed to go back and forth between the various websites/service pages)
- Were sufficient feedback mechanisms in place to comment or share experiences? Is this feedback to the admin or to other users?(10=yes, and in an interactive way I could discuss this with other users and service provider, 1=no, there were none or only sparsely used)

Scale 1-10: Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Specific guidelines for answering these questions will be part of the instruction manual for shoppers.

Assessment of each stage (cluster of services) in the Life Event process model:

Overall Speed of Use (qualitative assessment by shoppers – per Life Event stage):

B9 Were you able to complete the required process steps within a reasonable amount of time?

This question will be answered by scoring below sub-questions:

- Does the service give an overview of relevant data and information you should have ready (and which are not already provided by the service) in order to complete the online service procedure?
- Based on available information, could you set expectations about the amount of time it would take to complete the required steps? (10=yes, I could quickly find out how much time it would take me to complete the service and would receive feedback, 1=no, the information was unavailable or I had to search extensively for it)
- After completing the services in this Life Event stage, did your expectations on the time lapse correspond to the actual time for completion? (10=yes, to a high extent, 1= no, not at all, it took me way longer than expected and communicated by the service provider, exceed maximum time limits)
- Do you feel the current services are efficiently structured and designed to facilitate the user in completing the required services in the shortest amount of time? (10=yes, I would describe my user journey as very smooth and efficient (comparable to online banking), 1=no, it took very much time, felt bureaucratic and rash)

Scale 1-10: Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Specific guidelines for answering these questions will be part of the instruction manual for shoppers.

We would like to look into adding more questions based on inputs from Member States to the Usability section. Please mark this section and insert your Input in a comment box.

C. Transparency of service delivery

Assessment of each basic service in the Life Event process model:

C1 Does one receive a delivery notice of successful completion of the process step online?

C2 During the course of the service, is progress tracked? (i.e. is it clear how much of the process step you have accomplished and how much of it still remains to be done?)

C3 During the course of the service, can you save work done as a draft (i.e. could you return to your draft work at another moment in time)?

C4 Does the site communicate expectations on how long the entire process is estimated to take?

C5 Is it clear what the delivery timelines of the service are?

C6 Is there a maximum time limit set within which the administration has to deliver?

C7 Is information available about service performance (any type: service levels, performance assessment)?

Assessment of relevant domain websites and/or portal(s):

D. Transparency of Personal data

D1 What is the degree of online access for the Citizen/Business to their own

data:

- No access
- Information on the way to access own data through traditional channels
- Data available on demand (specific facility on the web site)
- Is proactively informed by Government about which data is being held about him/her etc.?

D2 Is it possible for the citizen/business to notify the government online if they think their data are incorrect/incomplete?

D3 Is it possible for citizen/business to modify data online?

D4 Is a complaint procedure available for citizens/businesses as regards their data?

E. Transparency of public organizations:

<u>Generic questions</u>

The questions will be assessed for the most relevant 2-3 administrations/ministries for each domain/life event for this section. Landscaping will help to better define the target websites to analyse. Same questions for each life event.

E1 Does the administration's website provide the following information?

- The organizational structure and chart, the names and titles of head of departments/functions, their responsibilities?
- The mission and responsibilities of the administration?

E2 Is there a process in place to provide Access to Information/Documents and its implementation?

E3 Does the website provide information on

- User's possibility to ask for additional information

- Ways to complain or ask for redress if the administration does not provide information requested

E4 Does the administration's website provide information on:

- The organization's budget and funding sources
- Annual accounts
- Level and scope of investments, if applicable
- Reports from official external financial controllers (e.g. Court of Auditors) or external quality assurances

E5 Does the administration website provide information on:

- Relevant legislation/regulation
- The administrations' key policy making processes
- User's ability to participate in policy making processes

E6 Does the administration's website provides information on:

- Methods employed for monitoring and assessment the administration's performance
- User's satisfaction's with the administration's services

Life Event specific questions

Assessment of relevant domain websites and/or portal(s). The website does not need to replicate information contained somewhere else. It is sufficient that clear hyperlinks exist from the relevant websites/portals to the desired information.

For Business start up:

E7a Can I find sector specific[33] compliance information (rules & regulations and/or quality standards and/or overview of relevant regulatory authorities per sector?) explaining clearly how they apply to my situation?

E8a Does the administration's website provide (sector specific) information on minimum wages and/or collective labour agreements? (relevant when hiring people for your future business)

For Losing and finding a job:

E7b Does the administration's website provide clear information on demand and/or supply for specific job sectors?)

E8b Does the administration's website provide clear information to help and accelerate re-integration of specific target groups (e.g. young people, elderly, immigrants etc.)?

For Studying:

E7c Does the administration's website provide statistics which allow to compare facts and figures on institutions and courses (such as course completion, student achievement, student population)?

E8c Does the administration's website provide information on quality assurance? Composed of three questions:

a. Does the website publishes the internal quality assurance and review criteria for institutions and courses (eg implementation of EC's QA guidelines in the European Higher Education Area)?
b. Does the website publishes performed assessments or reviews concerning the internal quality assurance?
c. Does the website publishes reports (or refers to reports) from to external, independent, quality assurance institutions or accreditation authorities and their publications? (excl private sector rankings)

[33] This relates to the persona for this life event.

E9c Does the administration's website provide information on students satisfaction's with the administration's services? (eg satisfaction surveys, student monitors etc)

F. Key Enablers

Assessment of each basic service in the Life Event process model:

eID[34]

F1 Is any kind of (online/offline) authentication needed to access or apply for the service? (no score is attributed to this question, the question intends to landscape for how many/which process steps an eID is required)

F2 If an authentication is needed, is it possible to authenticate online?

F3 If it is possible to authenticate online, can you use a generic electronic identifier (e.g. a national eID card)? (if the service requires a specific electronic identifier (e.g. a matriculation number for students) provided by the involved service provider, and which is only suited for services from that single provider, the answer to this question is 'no')

eDocuments[35]

F4 Is any kind of documentation needed to access or apply for the service?
(no score is attributed to this question, the question intends to landscape for how many/which process steps an eDocument is relevant)

F5 Is it possible for the user to *submit* the document that is required by the service provider to complete procedures and formalities necessary to establish or to carry out a process step online (certificate, diploma, proof of registration etc) in an electronic form?
OR

Is it possible to *obtain* the document that is to be provided by the service provider to the service recipient when completing procedures and formalities necessary to establish or to carry out a process step online (certificate, diploma, proof of registration etc) in an electronic form?

Assessment of relevant domain websites and/or portal(s):

eSafe[36]

F6 Is an eSafe solution available to store personal documents (eg diploma's, declarations etc)?

SSO[37]

F7 Is a Single Sign-On functionality for accessing multiple eGovernment services and/or websites available?

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[34] Electronic Identification (eID) is a government-issued document for online identification, and authentication

[35] an eDocument is defined as a document which has been authenticated by its issuer using any means recognised under applicable national law, specifically through the use of electronic signatures, e.g. not a regular pdf or word doc.
See 'Study on electronic documents and electronic delivery for the purpose of the implementation of Art. 8 of the Services Directive', 'D3.1 Recommendations on improving the cross border exchangeability of electronic documents and interoperability of delivery systems for the purposes of the implementation of the Services
Directive', by Siemens and Timele for DG Markt, 2009.

[36] Electronic Safe (eSafe) is a legally recognized system that allow for secure storage and retrieval of electronic documents.

[37] Single Sign On (SSO) allows users to get access to multiple systems without the need to log in multiple times.

Assessment of each basic service in the Life Event process model:

Authentic sources[38]

F8 Is any kind of eForm needed to access or apply for the service? (no score is attributed to this question, the question intends to landscape for how many/which process steps an eForm is required)

F9 When applying for this service is personal data pre-filled by the service provider? (based on data from authentic sources[39] such as National register, Tax registers, Company registers etc)

For cross-border assessment:

G. Cross border index for online availability

Assessment of each basic and extended service in the Life Event process model (when indicated as relevant for Cross border assessment):

G1 Is information about the requirements for the service for a non-country national available online?

G2 Can the service be obtained online by a non-country national? (e.g. If needed, is it possible to submit a foreign version of a required document or does one need to translate first or request official recognition? If needed, is it possible to log in with a foreign eID?)

G3 If the previous question is answered negatively, what barriers does a non-country national encounter (multiple choice: eID, eDocuments, need for translation or recognition of required document, other)?

H. Cross border index for usability

Assessment of relevant domain websites and/or portal(s):

Support & Help

H1 Does the website contain a help functionality specifically for foreigners?

H2 Does the website provide a specific feedback option for a foreign visitor (feedback mechanism or discussion forum, not only in a national language)?

Giving feedback

H3 Is it clear for a foreigner how to access complaint procedures? (taking into account possible language issues, eg referral to organisation that can provide additional information)

(any type: redress, dispute resolutions)

[38] Authentic Sources are base registries used by governments to automatically validate or fetch data relating to citizens or businesses.

[39] Idem, Authentic database: any data collection in which certain attributes of a clearly defined subset of entities are managed, and to which a particular legal of factual trust is attached (i.e. which are generally assumed to be correct). This includes National Registers, tax registers, company registers, etc

Assessment of each stage (cluster of services) in the Life Event process model:

Overall Ease of Use (qualitative assessment by shoppers – per Life Event stage):

H4 Were you able to complete the required process steps smoothly and achieve your goal?

This question will be answered by scoring below sub-questions:

- Were you able to achieve your goal? (10=yes, totally and I will use the internet next time I need to be in contact with the government, 1=no, not at all)
- Were instructions, support and/or help functionalities for the services in this Life Event stage sufficient to understand what was required? (10=yes, I could find answers to every possible question I had, 1=no, there were none or only very basic/simplistic possibilities to help me on my journey)
- Was the succession of process steps logical? (10=yes, to a high extent, I could easily understand, 1=no, I needed to go back and forth between the various websites/service pages)
- Were sufficient feedback mechanisms in place to comment or share experiences? Is this feedback to the admin or to other users?(10=yes, and in an interactive way I could discuss this with other users and service provider, 1=no, there were none or only sparsely used)

Scale 1-10: Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Specific guidelines for answering these questions will be part of the instruction manual for shoppers.

Assessment of each stage (cluster of services) in the Life Event process model:

Overall Speed of Use (qualitative assessment by shoppers – per Life Event stage):

H5 Were you able to complete the required process steps within a reasonable amount of time?

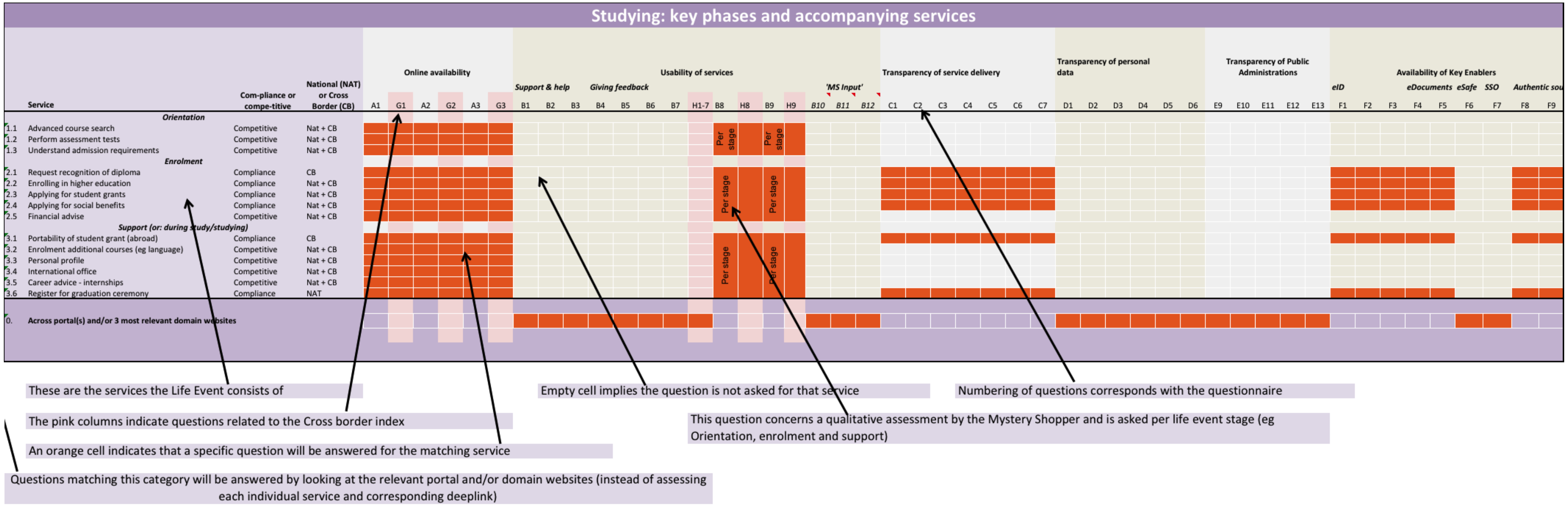
This question will be answered by scoring below sub-questions:

- Does the service give an overview of relevant data and information you should have ready (and which are not already provided by the service) in order to complete the online service procedure?
- Based on available information, could you set expectations about the amount of time it would take to complete the required steps? (10=yes, I could quickly find out how much time it would take me to complete the service and would receive feedback, 1=no, the information was unavailable or I had to search extensively for it)
- After completing the services in this Life Event stage, did your expectations on the time lapse correspond to the actual time for completion? (10=yes, to a high extent, 1= no, not at all, it took me way longer than expected and communicated by the service provider, exceed maximum time limits)
- Do you feel the current services are efficiently structured and designed to facilitate the user in completing the required services in the shortest amount of time? (10=yes, I would describe my user journey as very smooth and efficient (comparable to online banking), 1=no, it took very much time, felt bureaucratic and rash)

Scale 1-10: Score from 1 (negative rating) to 5 (neutral rating) to 10 (best possible positive rating), converted into 100% scale. Specific guidelines for answering these questions will be part of the instruction manual for shoppers.

Annex D. Matrix matching questions and services of Life Events

Below figure illustrates how to read the matrices for each of the life events (legend).



Business Life Event of 'Start-up and early trading operations'

Early trading business operations: key phases and accompanying services

Online availability: A1, G1, A2, G2, A3, G3 — Usability of services (*Support & help*, *Giving feedback*): B1, B2, B3, B4, B5, B6, B7, H1-5, B8, H8, B9, H9 — Transparency of service delivery: C1, C2, C3, C4, C5, C6, C7 — Transparency of personal data: D1, D2, D3, D4, D5 — Transparency of Public Administrations: E1, E2, E3, E4, E5, E6, E7a, E8a — Availability of Key Enablers (*eID*, *eDocuments*, *eSafe*, *SSO*, *Authentic so*): F1, F2, F3, F4, F5, F6, F7, F8, F9

Per life event stage (B8, H8, B9, H9)

On services websites

	Service	Basic or extended	National (NAT) or Cross Border (CB)
	Pre-Registration Sub Phases		
1	Orientation		
1.1	Obtaining information about starting a business	Extended	NAT
1.2	Setting up a business plan	Extended	NAT
1.3	Explore financial possibilities	Extended	NAT
2	Proofs of Qualification		
2.1	Confirm general management qualifications with authorities.	Basic	NAT
2.2	Confirm activity-specific qualifications with authorities.	Basic	NAT
3	Administrative requirements		
3.1	Obtain certificate of no outstanding taxes	Basic	NAT+CB
3.2	Obtain character reference	Basic	NAT+CB
3.3	Obtain certificate of no outstanding social security and/or healthcare	Basic	NAT+CB
3.4	Obtain certificate from bank of capital deposited	Basic	NAT+CB
	B. Registration Sub Phases		
4	Basic registration		
4.1	Fill in standard form for registration deed	Basic	NAT + CB
4.2	Register company name	Basic	NAT + CB
4.3	Register domicile of business	Basic	NAT + CB
4.4	Formal validation of signatures of representatives of the business	Basic	NAT + CB
5	Approval of registration		
5.1	Register with Commercial Court/Court of First Instance or equivalent	Basic	NAT + CB
5.2	Register with central/regional/local government	Basic	NAT + CB
5.3	Register with Trade Register/ Craft Register	Basic	NAT + CB
6	Memberships		
6.1	Register with Trade Association/Chamber of Commerce	Basic	NAT + CB
7	Tax-related matters		
7.1	Obtain tax identification card/number	Basic	NAT + CB
7.2	Obtain VAT collector number	Basic	NAT + CB
8	Insurance-related matters		
8.1	Register with Social Security Office	Basic	NAT + CB
8.2	Register with mandatory pension insurance	Basic	NAT + CB
8.3	Register with compulsory healthcare	Basic	NAT + CB
8.4	Register with mandatory civil insurance	Basic	NAT + CB
9	Publication		
9.1	Publish registration in Official Journal or equivalent	Basic	NAT + CB
	C. Early trading activities		
10	Hiring a first employee		
10.1	Register your company as an employer	Basic	NAT
10.2	Register employee before first work day	Basic	NAT
10.3	Tax related obligations	Basic	NAT
10.4	Obligations related to social security	Basic	NAT
10.5	Obligations regarding reporting and documentation	Extended	NAT
10.6	Obligations related to work place security	Extended	NAT
10.7	Obligations related to training	Extended	NAT
11	Request an environmental permit		
11.1	Find out if you need to register for an environmental permit or register	Extended	NAT
11.2	Submit an application for environmental permit	Basic	NAT

On portal & domain websites

	Service	Basic or extended	National (NAT) or Cross Border (CB)
0.	**Across portal(s) and/or 3 most relevant domain websites**		

Citizen Life Event of ‘Losing and Finding a Job’’

Losing and finding a job: key phases and accompanying services

Online availability: A1, G1, A2, G2, A3, G3
Usability of services — *Support & help*: B1, B2, B3; *Giving feedback*: B4, B5, B6, B7, H1-5, B8, H8, B9, H9
Transparency of service delivery — *Service delivery*: C1, C2, C3, C4, C5, C6, C7
Transparency of personal data: D1, D2, D3, D4, D5
Transparency of Public Administrations: E1, E2, E3, E4, E5, E6, E7b, E8b
Availability of Key Enablers — *eID*, *eDocuments*, *eSafe*, *SSO*, *Authentic so*: F1, F2, F3, F4, F5, F6, F7, F8, F9

Per life event stage

Per life event stage

Per life event stage

Per life event stage

		Service	Basic or extended	National (NAT) or Cross Border (CB)
On services websites		*Loosing a job*		
	1	Immediate actions for unemployed		
	1.1	Registering as unemployed	Basic	NAT
	1.2	Registering for unemployment benefits	Basic	NAT
	1.3	Accessing personalized information	Extended	NAT
	2	Applying for additional benefits and allowances		
	2.1	Doing a means test	Extended	NAT
	2.2	Being assisted by a public officer	Extended	NAT
	2.3	Understanding what documents are required when	Extended	NAT
	2.4	Ensuring continuity of medical insurance	Basic	NAT
	2.5	Ensuring continuity of pension payments	Basic	NAT
	2.6	Obtaining guidance related to housing	Extended	NAT
	2.7	Accessing Debt counselling services	Extended	NAT
	2.8	Accessing health promotion programs	Extended	NAT
	2.9	Obtaining guidance in case of invalidity, sickness,	Extended	NAT
	2.10	Obtaining financial aid for starting up as a self-	Extended	NAT
	2.11	Accessing social welfare appeals	Basic	NAT
	3	Receiving benefits which apply to you		
	3.1	Provide evidence that you are looking for work.	Basic	NAT
	3.2	Receiving benefits which apply to you	Basic	NAT
	Findi			
	4	Searching for a job		
	4.1	Orientation on labor market	Extended	NAT
	4.2	Job search	Basic	NAT
	4.3	Receiving ‘job alerts’	Extended	NAT
	4.4	Setting up a personal space	Extended	NAT
	5	Participating in training programs		
	5.1	Subscribing to training and education programmes	Extended	NAT
	5.2	Subscribing to vocational/careers advice	Extended	NAT
On portal and domain websites	0.	**Across portal(s) and/or 3 most relevant domain websites**		

Citizen Life Event of 'Studying'

Studying: key phases and accompanying services

Online availability: A1, G1, A2, G2, A3, G3

Usability of services: *Support & help*, *Giving feedback*: B1, B2, B3, B4, B5, B6, B7, H1-5, B8, H8, B9, H9

Transparency of service delivery: C1, C2, C3, C4, C5, C6, C7

Transparency of personal data: D1, D2, D3, D4, D5

Transparency of Public Administrations: E1, E2, E3, E4, E5, E6, E7c, E8c, E9c

Availability of Key Enablers: *eID*, *eDocuments*, *eSafe*, *SSO*, *Authentic sou*: F1, F2, F3, F4, F5, F6, F7, F8, F9

		Service	Basic or extended	National (NAT) or Cross Border (CB)
On service websites		***Orientation***		
	1.1	Advanced course search	Extended	Nat + CB
	1.2	Perform assessment tests	Extended	Nat + CB
	1.3	Understand admission requirements	Extended	Nat + CB
		Enrolment		
	2.1	Request recognition of diploma	Basic	CB
	2.2	Enrolling in higher education	Basic	Nat + CB
	2.3	Applying for student grants	Basic	Nat + CB
	2.4	Applying for social benefits	Basic	Nat + CB
	2.5	Financial advise	Extended	Nat + CB
		Support (or: during study/studying)		
	3.1	Portability of student grant (abroad)	Compliance	CB
	3.2	Enrolment additional courses (eg language)	Basic	Nat + CB
	3.3	Personal profile	Basic	Nat + CB
	3.4	International office	Basic	Nat + CB
	3.5	Career advice - internships	Basic	Nat + CB
	3.6	Register for graduation ceremony	Compliance	NAT
On prtal & domain websites	0.	**Across portal(s) and/or 3 most relevant domain websites**		

B8 and B9 (each phase): Per stage