



THE NETWORK  
OF MAJOR  
EUROPEAN  
CITIES

## Key success factors for the adoption of eServices

### Final report of the EURO CITIES Working Group on eGovernment

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#### EUROCITIES

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EUROCITIES is the network of major European cities. Founded in 1986, the network brings together the local governments of over 130 large cities from more than 34 European countries. EURO CITIES represents the interests of its members and engages in dialogue with the European institutions across a wide range of policy areas affecting cities. These include: economic development, the environment, transport and mobility, social affairs, culture, the information and knowledge society, and services of general interest.

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Prague, October 2005  
Cologne, January 2006  
Yalova, 24 March 2006  
Glasgow, 9 June 2006  
Turin, 13 October 2006  
Barcelona, 15-16 March 2007

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## FOREWORD

All definitions of eGovernment are quite broad. eGovernment is the use of ICTs by the Government to provide better services to the citizens. eGovernment, as the title of one of the reports by the ODCE, is for better government. We cannot disagree. Nonetheless the view of the working group eGovernment within the Knowledge Society Forum is more restricted. We consider eGovernment as the way to provide services to citizens and businesses through the new channels and tools provided by ICT, mainly the Internet. So we speak of eServices, i.e. information, interactions, transactions and participation between the citizens and the government enabled or provided by this new media.

In the working group we are aware of the extraordinary potential of eGovernment to increase the quality and efficiency of the Government activities; to innovate and deploy new products and services; to increase the quantity and quality of local democracy or even to transform public administrations themselves and the way they relate to citizens, businesses and other Governments. The working group has noted how many good ideas, projects and experiences have failed due to over ambitious expectations, lack of political backing, insufficient funding or poor management.

As the Commission stated recently, adoption of eServices by the public and financial sustainability over time are not only preconditions for success but, the other way around, also the real means to check the return on the investment and effectively capture the potential benefits of eGovernment. We suggest that providing user-centred eServices and adopting marketing and diffusion strategies are the key factors to boost adoption. In the opinion of the city members, there is a "magic circle" of understanding the demand and usage of technology by citizens, incorporating their opinions in the design of content and usability, deploy what are called 'killer applications' with massive impact and facilitate their adoption through means possibly coming from the commercial sector.

Cooperation among multi-layers of administration, interoperability and new kind of partnerships with the private sector are crucial for sustainability, political and financial support based on business cases and adequate management of innovation (not mere invention).

This report is just a summary of some of the conclusions of the work carried out in this period. A selection of the experiences of some of the most advanced European cities has been published in a separate book. Presentations and materials of the working sessions are available on the EUROCITIES website.

Over all, the spirit of the city members to share and improve is unbeatable. I want to thank them all for their commitment and inspiration.

March 2007

A handwritten signature in black ink, appearing to read 'José Ramón Rodríguez'.

José Ramón Rodríguez  
Chief Information Officer of Barcelona City Council  
Chair of the EUROCITIES Working group on eGovernment

## INTRODUCTION

eServices adoption has been a tough issue for public administrations at all levels. Since the appearance of Internet in mid-nineties, public administrations have had to face the new challenge of being up to date with the rapid changes in the world of services' delivery.

Certainly, it is not enough to establish a target of having all the interactions by the citizen with government available electronically. For the majority of eGovernment services take up has been extremely slow - most citizens still prefer traditional methods of contact.

EUROCITIES Knowledge Society Forum<sup>1</sup> members are aware of the citizens' reluctance and are conscious of the benefits that tackling eServices take up bring for both citizens and public administrations. For this reason a working group was started in late 2005 and continued until early 2007.

In this document you will find the story of the working group and the results it achieved after almost a year and a half of collaborative work with city representatives and the contribution of Associated Business Partners and other experts.

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<sup>1</sup> *EUROCITIES Knowledge Society Forum - TeleCities is one of the six forums within EUROCITIES and provides cities and business partners with a platform for exchanges of good practice and for cooperation on relevant policy issues in a European framework.*

## KEY ACTIONS TO PROMOTE THE USE OF eSERVICES

To achieve a proper and massive use of eServices is a general objective that must be shared by all public Administrations when planning future actions. Key actions to accomplish this goal are a major discussion topic for the eGovernment Working Group.

The relationship between citizens and public administrations is not as frequent as usually people think. Some studies show that citizens require City Council services only some few times per year. That consideration is fundamental in understanding the paramount importance of being “user oriented” and paying attention to the “user experience”, eServices must be easy to use and add real value for citizens. At the same time, it also shows the need to collect the citizens' feedback when using eServices, the importance of establishing measures and continuously monitoring and evaluating the use of eServices. Therefore, all of us stressed the importance of having a efficient and effective management.

In all this process, security also plays also a major role. Not only in the provision of eServices, but also as a general ICT infrastructure feature, which applies to all information systems of a municipality. A specific EUROCITIES Knowledge Society Working Group was created to deal with all security related issues, and it is still active. Therefore, these issues will not be covered in this report.

Going more into depth on the use of eServices, we can find few users with an intensive usage of eServices. There are some companies, business agents and representatives that are intensive users eServices and who are demanding special functionalities. In the adoption process it is important to understand and take account of demand. Public administrations have at the same time develop strategies to launch advanced eServices for the special requirements of this specific group of users while responding to citizens' needs.

There are various ways to deliver more valuable eServices. Public administrations must become “citizen driven” in order to become a more user-oriented organisation. To adopt a multi channel strategy to deliver these eServices is a way of reaching a wider audience. To develop eServices targeted to the needs of specific user groups - elderly people, immigrants, companies, business agents, young people...- is commonly accepted as good practice. But in the end, what is the key to providing advanced eServices to our citizens.



Advanced eServices means not only having proactive eServices which can be achieved through the use of semantic web and artificial intelligence capabilities, but also integrating different services. Reducing the number of form applications through efficiently chaining services from different public administrations is only one step. It is time to move from the former “one-stop- shop” paradigm to the new “one-step-shop” concept, which means not only doing all the transactions from a single window but also with a single click. This is a important challenge. The “one-step-shop” can only be achieved through increasing interoperability between different processes inside each organization and between different public administrations at the same time. Interoperability is now key.

Apart from improving the functionalities of eServices, public administrations must deal with the increasing cost of the service provision. eGovernment is assumed by the citizenship to be essential. At the same time, public administrations are under pressure to reduce expenses. It is well known that new channels are making easier to contact public administrations. They are also contributing to balance between different existing contact channels but, so far, no old channels have been closed. Despite the increasing popularity of the Internet, face to face attention still has to be maintained. People’s options are increasing, and as a consequence, public administrations have to deliver more for less. These are the reasons why the problem of the financial sustainability of the eService provision is relevant of all public administrations.

Adoption of eServices must be also pushed through campaigning. To reach higher levels of use, citizens must be aware of the new facilities Public Administration brings to them. Local governments must adopt a strong policy to promote eServices in order to make users perceive the use of ICT as an advantage. It is still a problem for many organizations to increase the uptake and effective use of eServices among businesses and especially ordinary individuals. Therefore, one of the main conditions to succeed in eGovernment is to guarantee an effective communication amongst the actors concerned.

Although recognizing the key importance of all the aforementioned factors to attain wider eServices adoption, the WG decided to focus on three of these: how to improve interoperability, how to face the financial sustainability of the eServices provision and how to increase citizens' awareness of eServices; hoping to have the opportunity to address remaining challenges in other EUROCIITIES Knowledge Society Forum working groups.

## Interoperability & standards

Only advanced eServices will be widely used by citizens. Advanced eServices are those that are easy to use and provide “more for less”, those that save time to citizens, those that are “smart”... The new European Commission's initiative, i2010<sup>2</sup>, has underlined once again that interoperability is an essential key enabler for the eGovernment in order to offer smarter services to citizens and to ensure that the single market functions smoothly for electronic public services. Interoperability is one of the key issues to make possible a deep transformation of on-line public services, to go further than web-pages based interfaces to access internal and local processes.

According the European Commission<sup>3</sup>, interoperability is “the ability to approach data and functions from another platform”. But what is more interesting for the cities is the so-called “Interoperability Platform”<sup>4</sup> that is “a means of achieving platform independent functionality and operation between different application sites in Public Administrations. An interoperable platform, in the context of the project, may concern: the business process layers in various public administrations that have to work together - e.g. jointly providing services to the citizens; or the technology layers in various public administrations that have to 'interoperate' to support complicated operations such as filtered retrieval of data, cascaded push of information records for citizens, etc., or both of the above”.

To provide smarter eServices public administrations need to reach higher levels of interoperability internally and with other public administrations. In that sense, back-offices should be restructured in order to make all its processes interoperable. Different processes from different public administrations should interoperate.

Open standards are crucial to foster interoperability and thus to improve eServices. Interoperability & open standards are undoubtedly keys means that lead to advanced services. Within this context, governments can play an important role in advancing open standards. Public administrations have to realise about how important is to introduce and to have a strong commitment in the use of open standards in ICT processes. City IT professionals should be ‘giving

<sup>2</sup> i2010 - A European Information Society for growth and employment.

[http://ec.europa.eu/information\\_society/eeurope/i2010/index\\_en.htm](http://ec.europa.eu/information_society/eeurope/i2010/index_en.htm) (February 2007)

<sup>3</sup> European Commission. Glossary of the IT web <http://cordis.europa.eu/ist/ka1/administrations/publications/glossary.htm> (March 2007)

<sup>4</sup> European Commission. Glossary of the ISTweb. <http://cordis.europa.eu/ist/ka1/administrations/publications/glossary.htm> (March 2007)

back' to their profession by direct engagement with their profession's standards selection, development and maintenance processes. Government policies that support the implementation or adoption of open standards, where open standards exist and are broadly supported by industry, will improve interoperability and benefit governments and citizens on the whole.

The European Telecommunications Standards Institute (ETSI) in one of its reports<sup>5</sup> recognise the key role of public administrations in the process of open standards adoption to achieve the creation of new services, increase efficiency and enhance communication and technological progress. Since a great deal of the work of public administrations is project-focused, it is important to increase the opportunity to use or re-use a particular "deliverable" and to reap the aforementioned benefits. However, it is important to face two main challenges:

- An authority should be created in order to provide continuity or connection between projects and initiatives.
- A single or federated infrastructure should be put in place to act as a repository for work that is available for use or re-use by other administrations.

As representatives of public administrations, we would like to stress the importance of facing these two challenges.

Not only open standards are needed to achieve greater levels of interoperability. Political involvement, new challenges of organization and change management are also fundamental to that process. And they take more relevance when standards are not present. That is the case of the PIRMI service provided by the Municipality of Barcelona, with the contribution of the Catalan Government and the Spanish Agency of Taxes, that defined and implemented interfaces and data formats to interchange the needed data for the service. At the present, public administrations currently lack the necessary standards to ensure compatibility between components, subsystems, devices and data.

To overcome the barrier of the lack of standards, public administrations can relay on interoperability platforms developed by third parties. That is the case of the City of Barcelona and the AOC<sup>6</sup>, the Open Public Administration of Catalonia. The AOC is a consortium formed by the

<sup>5</sup> Standards, Open Standards and Interoperability. [http://www.etsi.org/sos\\_interoperability](http://www.etsi.org/sos_interoperability) (February 2007)

<sup>6</sup> AOC. The Open Public Administration of Catalonia. <http://www.aocat.net/> (March 2007)

Catalan government and LOCALRET<sup>7</sup>, which is the result of the association of 90% of Catalan Local Public Administrations. AOC set up a interoperability platform to enable advanced eServices provision. Using that platform, the Municipality of Barcelona, the Catalan Government and the Spanish Government developed an electronic citizens' registry that simplify electronic transactions. The registry is used by more than 500 Catalan Municipalities. This kind of initiative cannot be possible without strong political involvement and the creation of new organizations such independent consortiums.

From the cities point of view it is essential to reinforce the use of standards on eGovernment services as it is the main way to achieve interoperability. At the same time, cities and public administrations in general must set up new organizations do develop and maintain interoperable platforms that will work as a "Rosetta Stone" linking different IT systems. Finally, public administrations must find political backing for this inter-governmental collaboration in order to make it successful.

## Sustainability of eServices

The second key success factor analysed by the WG is sustainability in the provision of IT based public services. The recent and increasing appearance of public services available through the network has multiplied the administration investments in this area. It becomes especially different for the public sector to face this challenge and maintain the entire infrastructure required. In addition, a special effort is required to develop these new platforms and the public sector does not have the concrete means to meet the requirements both in terms of economic resources and skills. Moreover, adoption and sustainability are related. Massive adoption permits capturing the potential of reducing costs per unit and channel substitution. Sustainable services are usually high impact applications with massive demand. Finally, the increasing demand to deliver more "value for money" is highlighting even more the importance of sustainability.

The European Commission recognises in the i2010 initiative<sup>8</sup> that sustainable eGovernment financing is still difficult to achieve, especially at local and regional levels. Public administrations should work on business cases development before launching new services. The business cases should be analysed to ensure that the efforts for change and transformation could be sustained

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<sup>7</sup> LOCALRET. Local Consortium for the development of Telecommunications and New Technologies. <http://www.localret.net/> (March 2007)

during the whole eGovernment service's life cycle.

The Working Group identified some key actions to face sustainability: estimate the affordability and sustainability of on-line public services set-up, explore public/private partnerships and alternative business models in order to provide long-term eServices and use financing possibilities.

Public administrations must estimate the affordability and sustainability of on-line public services set-up. Now, more than before, business cases should be carefully compiled in order to ensure the provision and maintenance of eServices. Therefore, analysis based on the "value for money" should be done for each eService before launching.

Public/private partnerships can be used to achieve sustainable eServices provision. The provision of advanced eServices is substantively increasing the administration investment. On the other hand, leaving all the responsibility of eServices to the private sector can end in a solution completely biased by the market and the needs of profits rather than focusing on the real needs of citizens. For that reason, a good alternative is to promote relationships between public administrations and ICT companies. Although companies and administrations address the same target groups, they have different interests on the public and the private side and they have to find a common basis for cooperation, which is also adaptable. The most attractive partner for a digital cooperation is the industry and developing electronic transactions together with the industry based on their experience in eBusiness. In these agreements it is important that the final decisions are taken by the public sector in order to prioritise protection of public needs. There is a number of interesting examples of this kind of collaboration, just to mention two, the portal of the City of Berlin and the Birmingham Project.

In the City of Berlin there is an interesting model of a public/private partnership. The city's website [www.berlin.de](http://www.berlin.de) has been running since 1998 under a PPP; it is probably a pioneer experience in this field. Apart from providing citizens with all eServices, there is also a special section for companies called the Business Portal in Berlin. Additionally the web site hosts private advertisements to generate income.

The Birmingham project "Business Transformation" is another example of a public/private partnership, in which the City of Birmingham searched for a business transformation and long-term

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[http://www.epma.cz/Docs/eGovernment\\_beyond\\_2005.pdf](http://www.epma.cz/Docs/eGovernment_beyond_2005.pdf) (February 2007)

partner to satisfy three recognised needs: additional resources, additional skills and a significant element of challenge. Service Birmingham<sup>9</sup>, the joint venture company established by the Council and the Capita Company is believed to be the first major PPP that is targeted at the radical redesign of how a local authority delivers its services.

Other business models can be explored in order to create long-term eServices. The development and exploitation of eServices by a group of public administrations rather than by one single municipality is also a way to increase eServices sustainability. The City of Turin together with the provincial government and the regional government of Piemonte has been working together since 1977 in a public/public partnership. That partnership generated two organisations: CSI-Piemonte and CSP. CSI-Piemonte is a consortium whose mission is the promotion and coordination of the information systems development of the consortium members. CSI-Piemonte is the driving force of public Piemonte IT and it works in cooperation with many ICT companies. On the other hand, CSP is the information and communication investigation centre. Promotion, design and innovative services' testing are its main objectives. Another example of public/public partnership is LOCALRET in Catalonia. The consortium LOCALRET was created for the Catalan Local Authorities to provide them with ICT services, infrastructure and legal support. Now the consortium covers the 90% of Catalan Municipalities.

Open Source can clearly contribute to the sustainability of eServices. Not only transferring cities' own software developments under Open Source license to be used by other cities, but also co-developing Open Source based solutions. With these actions Public Administrations can reduce expenses in development and exploitation phases. Common problems and common functions have to lead to common solutions. The co-development of the eServices is an interesting way to cut costs and make projects affordable. Cities' networks and public consortia should play a major role in connecting demand and managing this complex process. There are some successful experiences such as the eParticipation platform CONSENSUS co-developed in Catalonia some years ago with the contribution of several medium cities and managed by LOCALRET. Today the project consortium is developing the third release of CONSENSUS. This kind of co-development raises the need for a "networked" management of the project, a new challenge to be faced by the public administrations during coming years.

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<sup>9</sup> Service Birmingham: A Unique Partnership.  
[http://www.birmingham.gov.uk/GenerateContent?CONTENT\\_ITEM\\_ID=83375&CONTENT\\_ITEM\\_TYPE=0&MENU\\_ID=14440](http://www.birmingham.gov.uk/GenerateContent?CONTENT_ITEM_ID=83375&CONTENT_ITEM_TYPE=0&MENU_ID=14440) (March 2007)

In this area, new trends offered by Web 2.0 are opening an interesting perspective, i.e. improving sustainability by means of social contribution. City of Turin is also probably one of the most advanced municipalities experimenting with Web 2.0 as applied to eServices. A new paradigm of community maintained eServices is quickly evolving. We do not know how far it will go, but the community contribution is a leading force that leads to a reduction of exploitation expenses of eServices.

Finally, it is worth mentioning the existence of alternate financing possibilities, such as public funding provided by the European Commission under different programmes specifically designed to foster innovation in the public sector. The cities' use of this public funding, in addition to national and regional funds, while not solving the sustainability of the eService provision, could provide an important contribution to some specific phases of the eService deployment.

## The take up for eServices

The take up for eServices symbolises the wide knowledge and acceptance of these services. The central concept of “take up” of on-line public services in its broad sense would be the challenge for cities not only to set up sustainable citizens’ services according to the new trends in the ICT sector’s evolution, but also to boost the use of these services among citizens.

The European Commission has established some criteria about the take up of eServices through the study of good practice cases<sup>70</sup>. In their opinion, there are many lessons to be learned from many areas, but specifically in Branding & Marketing. In terms of eServices take up, different strategies can be taken to attain wider use of eServices -from direct campaigns to elaborate marketing strategies.

The commercial aspects of promoting new services and branding are not one of the traditional strengths of public administrations. In order to promote eServices in a successful way, public administrations can make an effective use of visual marketing: elaboration of an intensive advertising campaign to promote several services. This helps to create a brand and build a customer base thus increasing take up. Additionally, many of the possibilities offered by private companies in their regular activities -such as bank transfers, sales of travel tickets and general

access to information -are not yet available in the eGovernment services. Acquiring the promotion experience of the private sector and to adopt it into public strategies has to be an important point. Public administrations, acting like a private company, can choose the right channels according to the product that they want to promote.

Public administrations should not simply copy from the private sector but learn and adapt. The key lies in assuming that the process of adoption follows the "magic circle" which starts by listening to users and understanding the demand; designing usable contents and features matching user needs; choosing the proper channel (internet is not the cure for everything); facilitating access and use (digital certification is still a problem); and finally, accurately planning targeted campaigns.

The use of advertisements and marketing efficiently requires an accurate communication strategy and a strong management. Well planned targeted campaigns addressed to a specific segment of users -citizens or companies- give always better results than generic advertisement campaigns and in addition are less expensive. It is only by taking all the above mentioned considerations into account that campaigning in such a way can cause a sustained raise of eServices adoption. As example we have the City of Barcelona campaigning to promote eServices adoption. The project "BCN al Mòbil" and the IRIS project are two of the eServices launched and promoted. In "BCN al Mòbil" the website of Barcelona adapts to mobile phones and actually places the city's information on the street. It offers a variety of options, such as consulting the cultural agenda or finding the best way to get somewhere by public transport. All is needed is a mobile phone. On the other hand, IRIS is the new system for managing incidents and complaints of the Barcelona's City Council. It is a multichannel program for managing requests for services, notifications, incidents and complaints for citizens.

Attracting citizens attention to the City Portal make it easier for them to realize the existence and to use the eServices. For example, the City of Barcelona tries to attract citizens by offering web gadgets: games, images of the city, web art, "Barcelogrames", "the BCB sky", etc.

Another take up strategy is based on focusing main efforts in promoting a specific eService that would attract citizens' interest. The idea is to create a specific and very attractive service that will take the citizenship to the discovery of all the other services available. By advertising and making the eService popular, the citizens' interest in other eServices increases, as well as the

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<sup>10</sup> <http://www.egov-goodpractice.org> (February 2007)



barriers to use eServices in general decreases. As an example, we have the City of The Hague and its "Marriage Portal" (Huwelijksportaal). All the couples from The Hague that want to get married can use this portal to sort out all the documentation needed to get married in The Hague. That means that there is no need to go to the front office. The City Council of The Hague started an advertising campaign to promote the service including: posters, free-cards, banners, ads in newspapers and on public transport. The use of the service required that the citizen be registered in the GBA citizens' registry<sup>11</sup>. With this small step, citizens are also able to enter all the other advanced services available on-line.

Finally, another strategy is to introduce elements in the daily life of citizens that help to create a community feeling and make easier the further use of eServices (Example: the City of Gijón and its citizen card, the City of Turin with "Torinofacile"). It is widely accepted that launching a citizens' card is a key step in providing personalised eServices. In the case of the City of Gijón, the card acts as an electronic identifier for daily service use in swimming pools and public libraries. It can also be used as an electronic wallet and makes it easier to use public transport. The inclusion of identification facilities allows the municipality launch new services such as vehicle access control in the restricted areas of the town centre, and it is crucial as a citizen electronic identifier at the virtual office of the municipality. By making the citizens' card popular, the municipality is overcoming barriers to personalised eServices.

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<sup>11</sup> GBA stands for the Gemeentelijke Basisadministratie persoonsgegevens (GBA), or the Personal Records Database of the municipality.

## CONCLUSIONS

After a year and a half of work the WG reached its end with clear outcomes on the eServices adoption. From the cities perspective there are a lot of factors which can improve eServices adoption. Nevertheless the WG focused its work on: the provision of advanced eServices, the financial sustainability and the take up. In each of this three areas cities can play a central role.

Only advanced eServices will be widely adopted, only those services that add real value to citizens and companies. The provision of advanced eServices relies on interoperability, new organisations to support interoperable platforms and political backing. The interoperability between all different public administration levels is an essential key enabler for eGovernment to offer “smarter” services to citizens and to ensure that the single market functions smoothly for electronic public services. It is important to reinforce the use of standards on eGovernment services as the way to achieve interoperability between them, and for that process the input of ICT professionals is crucial. In parallel, interoperable platforms must be deployed and supported by new organizations able to play a neutral role chaining eServices from different Public administrations. Political support is imperative to succeed in such process.

Public Administrations should ensure that their projects are long-term and sustainable. Accurate business cases must be prepared before launching new eServices. New means for achieving financial sustainability must be explored such as the collaboration with private sector in public/private partnership or the consortia of public organisations. Projects must also be designed taking sustainability into account and in that sense Open Source and the involvement of the community play a new and interesting role.

To ensure a wider take up, cities should include also the promotion of proper and massive use of eServices when planning future actions. Traditional advertisement campaigns have proven to be not as effective as elaborated strategies of eService promotion. Well-designed and managed communication strategies targeted to specific eServices, channels and user groups shown better results. Some other initiatives have proven their effectiveness as using a citizen card or developing and promoting specific services to attract citizens` attention.

## ANNEX 1: THE WORKING GROUP

EUROCITIES is the network of major European cities. Founded in 1986, the network brings together the local governments of more than 130 cities in over 30 European countries. EUROCITIES provides a platform for its members to share knowledge and initiatives, to exchange experiences, to analyse common problems and develop innovative solutions, through a wide range of Forums, Working Groups, Projects, activities and events.

The eGovernment Working Group was set up in October 2005 during the EUROCITIES Knowledge Society Forum meeting in Prague. It was established as a response to new understanding of the cities and to face coming Knowledge Society challenges. At the same time, it was understood as a logical evolution from the former working group on eRights in order to focus on eGovernment delivery. The city of Barcelona led this WG from its beginning, and it has been chaired by Mr. José Ramón Rodríguez, CIO of Barcelona City Council.

Many relevant cities, experts, individuals and private companies took part in the elaboration of the Working Group goals:

- Identify and describe successful European Cities Models of eGovernment
- Analyse 3 key success factors on eServices adoption:
  - Interoperability and the use of standards
  - Sustainability to make long-term eServices
  - take up of eServices among citizenship

Two main outcomes were foreseen at the end of the project:

- To carry out a complete study on “eGovernment City Models”, where the underlying models to deliver eGovernment services in several European cities will be analysed.
- A final report on “Key Success Factors on eServices adoption”.

Both papers were published during the Spring Event of the EUROCITIES Knowledge Society Forum in Barcelona in March 2007.

## ANNEX 2: THE GROUP'S STORY

To ensure that the WG achieve its goals and deliver the planned outcomes at the end of its life, a intensive work plan was developed. It was designed under to maximize WG efficiency and to involve other cities, companies and experts. Additionally, the whole work plan was divided along two main working lines: the study on eGovernment City Models; and the analysis of eServices adoption, which were dealt with in parallel.

As a first step, during the kick-off workshop held in Prague, a survey handed out among the attending cities in order to discover which were the general interests of Knowledge Society Forum members. Its topics covered issues ranging from the strategy to the implementation of eGovernment services. According to the results, the most interesting topic was "The strategic approach of eGovernment".

A workshop dedicated to this was held in Cologne (January 2006). The results of the survey carried out in Prague along with the last *eCitizenship for all* report, produced within the framework of a partnership which existed between the Knowledge Society Forum and Deloitte, and the priorities of the European Commission. All the attendees contributed to the definition of the working group objectives, methodology, outcomes and initial work plan. The group agreed to work on topics related to: strategic approach of eGovernment, interoperability and standards for the eGovernment services, financial sustainability and take up or citizens' adoption of eServices. Security related issues were being covered in the specific Working Group on eSecurity led by the City of Stockholm and chaired by Mr. Kent Larsson.

The work schedule was structured around several workshops to be held alongside several each Knowledge Society Forum events. The resulting Work Plan was as follows:

- Working group meeting in Yalova (24 March 2006): the Working Group's general presentation was shown in order to disseminate the main objectives, the work plan and the methodology. The WG also wanted to get a clear view of every member's commitment to developing dynamics and to allocate roles and responsibilities among all the participants.
- Working group meeting in Glasgow (9 June 2006), two workshops were organized:
  - eGovernment City Models: elaborating on a couple of representative cases: the City of Vienna and the City of Munich.

- **Interoperability:** Dr. Andrew Hopkirk gave an overview of experiences of European and UK Government interoperability and infrastructures. Stephen Peacock, from the Scottish Executive, introduced the European Interoperability Framework and how it has been adopted by Scottish public administrations. Dr. Aline Chiabai gave a presentation on a methodology for market assessment and user needs analysis in the field of free public eServices.
- Working group meeting in Turin (13 October 2006), the Working Group held four workshops:
  - **eGovernment City Models:** there was a presentation of two cases; the City of The Hague and the City of Stockholm.
  - **Take up of eServices:** Betty Dat (City of The Hague) gave a presentation on the citizens' use of "Portal for marriage" and Enrique Rodríguez (City of Gijón) gave an overview about the project "Gijón is @pproaching".
  - **Sustainability of eServices:** Dave Carter presented the Intelcities project results about sustainability of public services. Mr. ? Both (City of Berlin) presented the example of a public-private-partnership running since 1998, probably the pioneer experience in that field. And finally Grzegorz Grabowski (City of Lodz) presented a portal based on the integration of the different on-line services through SOA (Service-Oriented Architecture) technology.
  - **eSecurity:** The workshop was divided into two parts. Kent Larsson (City of Stockholm), presented a new film, made by the city of Stockholm with the purpose of increasing awareness of a wide variety of information security issues amongst city officials. In the second part, Evelyne Rys from CISCO presented different technical aspects in relation to information security. She highlighted not only aspects of internal measures in order to protect the cities ICT infrastructure but also paid attention to the (intended) threats coming from the outside (worms, denial of service attacks) or threats that may occur in the communication between local authorities and citizens and or businesses ("man in the middle").
- Final event in Barcelona (14-16 March 2007): during the EUROCITIES Knowledge Society Forum meeting in Barcelona this report and a study of eGovernment City Models were presented. All the partners met in a panel discussion where four cities cases were analysed in order to create an appropriate space to confront visions and to exchange opinions about the work done.