Annex A - Priority Description

In this Annex, there is a short description of the priorities identified in the Self evaluation tool. These priorities are examined in order to implement the General DLA methodology (to see the document of the methodology, please refer to *DLA_General_Format.doc*)

1.2.3.1 Basic Priorities

This type of priorities is a group of fundamental priorities for the development of ICT competence in each region. This specific type of priorities can be categorized as front office and back office.

Measuring factors/questions under each priority (last part of the table) will be added asap together with a cross table of questions and priorities in appendix A. More consistency is needed there.

1. Automation offices and creation of internal databases

Description	'Office computerization' as a priority is only the initial condition of taking steps leading towards the information society, which seems to be necessary for improving access of citizens and businesses to documents of public interest, allowing simple use of basic services by providing the accessibility of electronic administration processes. One of the essential internal conditions of making administrative services easier and simplifying the implementation of electronic administration is reaching the appropriate level of office computerization as well as the availability of adequate data bases, which simply means the continuous upgrade of the IT devices and applications used in the offices of local governments.
	By definition, electronic administration is the management of municipal affairs by electronic means, which includes the handling of both incoming and outgoing information with a special attention to their formal and content aspects. This can be characterized by a number of work processes that are built upon each-other. It should be emphasized, however, that electronic administration does not solely depend on creating the appropriate IT background, providing further conditions is needed to its effective realization (the additional conditions may also appear as priorities):

	- Establishing the legal environment for electronic administration (the law has to be formulated in a way that it should make the use of electronic administration possible in any given case, in other words, it should prevent local governments from excluding the possible use of electronic administration in their decrees. For instance, the possibility of issuing death certificates electronically is allowed by law in general terms but it is to no purpose if there is another law or decree that allows local governments to exclude the possibility of electronic administration or to seclude themselves from it.) - A thorough assessment of what local government activities and services can be performed or provided by using ICT devices, or rather what devices can be used for fulfilling this purpose.
Importance	Keeping records of information represents one of the greatest challenge for public administration since performing administrative tasks is impossible without registering citizens, organizations, businesses, natural and built infrastructure. There are numerous and extensive registers, they can be divided into several groups on the aspects presented below. Based on legal effect, we can make a distinction between: - Registers with constitutive effect where some rights are created, modified or terminated (e.g. property registers); - Registers with declarative effect where the entries do not create or change any rights, they are one-off declarations of rights instead (e.g. birth certificates). - Registers can also be defined by their subject: - Personal data registers; - Asset registers (e.g. real estates, automobiles, public utilities etc.); - Intellectual property registers (e.g. patents, inventions etc.). - Legislation archives (e.g. legislation records, law draft registrations). Based on the kind of administrative bodies: - Public administration registers (e.g. property registers at the Treasury Property Directorate);

	- National registers; - Sectoral and functional information systems; - State Statistical Information System; - Local government registers (such as municipal property registers); - Mixed registers (e.g. registers of personal information and permanent addresses); - Court registers (e.g. business registers). - In terms of public authentication: - Public registers: registers required by law, the information included in them must be accepted by every person as true – unless proven otherwise (e.g. land registers); - Non-public registers: a register that is kept advertently by the related public authority or local govenment, mostly to make their administrative work easier.
Measuring factors/questions The factors identified in order to measure the priority 1 are:	* Is data stored centrally in servers accessible through LAN? * Which services do you provide online? * Percentage of digital Information and documents flow inside the public authority? * Do you use any web-based spatial data handling services? * Do you provide web-based GIS service?

2. Network security plan

Description	In the field of networking, the area of network security consists of the provisions and policies adopted by the network administrator to prevent and monitor unauthorized access, misuse, modification, or denial of the computer network and network-accessible resources. Network Security is the authorization of access to data in a network, which is controlled by the network administrator. Users are assigned an ID and password that allows them access to information and programs within their authority. Network Security covers a variety of computer networks, both public and private that are used in everyday jobs conducting transactions and

	communications among businesses, government agencies and individuals. Networks can be private, such as within a company, and others which might be open to public access. Network Security is involved in organization, enterprises, and all other type of institutions. It does as its titles explains, secures the network. Protects and oversees operations being done.
Importance	The purpose of network security is essentially to prevent loss, through misuse of data. There are a number of potential pitfalls that may arise if network security is not implemented properly. Some of these are: - **Breaches of confidentiality:** Each business will identify with the need to keep certain critical information private from competitor eyes. - **Data destruction:** Data is a very valuable commodity for individuals and enterprises alike. It is a testament to its importance when the proliferation of backup technology available today is considered. Destruction of data can severely cripple the victim concerned. - **Data manipulation:** A system break-in may be easily detectable, as some hackers tend to leave tokens of their accomplishment. However, data manipulation is a more insidious threat than that. Data values can be changed and, while that may not seem to be a serious concern, the significance becomes immediately apparent when financial information is in question.
Measuring factors/questions The factors identified in order to measure the priority 2 are:	* Does you organisation have an ICT development plan? * When was the ICT development plan adopted and how often is it revised? * Security issues and firewall? * To what extent does your organization use any form of cloud services? * How often are there problems related to data leakage or data losses and other security related issues?

3. Website Development

Description	Governmental information and services on the web are typically provided by different organizations as independent web pages, databases, services etc. at different web locations. This creates severe obstacles for citizen end-users. First, discovery of relevant content is difficult because it requires prior knowledge of the administrative organization providing the contents. Second, the information and service needs often require aggregation of content from several information providers, which is difficult if heterogeneous content is provided by several independent web sites. For example, when a new baby is born, relevant information for the family is provided by health care organizations, social organizations, the church, legal administration, and others. Portals try to ease these problems by collecting content from various organizations into a single site organized according to the clients expected information needs.
	Traditionally, a portal denotes a gate, a door, or entrance. In the context of the World Wide Web, it is the next logical step in the evolution to a digital culture. Web pages are not completely self-referential anymore, but allow for personalization, workflow, notification, knowledge management and groupware, infrastructure functionality, and integration of information and applications. The idea of a portal is to collect information from different sources and create a single point of access to information - a library of categorized and personalized content. It is very much the idea of a personalized filter into the web. Portals are often the first page the web browser loads when users get connected to the Web or that users tend to visit as an anchor site. They offer users a surplus value of service based on the features of classic search engines: a well-trained concierge who knows where to search and find; a well-assorted newspaper kiosk that keeps the latest market information about the surfer's personal stocks ready; free communications possibilities like email or discussion boards. Thus, the traditional virtual roadhouses -the search engines- become entrance halls, a gateways to the internet, easy, one-stop embarkation points for the daily Web-surfing

	sessions. The hope behind the idea of a portal: surfer start their voyage into the web in a modern entrance hall, and preferably find their way back to the starting point without major difficulty.
Importance	The importance of website development cannot be ignored. A variety of public goods and services are provided by local governments, including education, public safety, infrastructure, and human services. Many of these services have web-based components with the goal of providing one-stop portals for public services. Local government web portals have received less attention in the e-government literature, but have some of the richest problems. In particular, human services are complex and can benefit much in efficiency and effectiveness of delivery through properly designed and integrated web portals. Public administration bodies and local governments need to deploy and maintain thematic portals. These portals need to meet the following basic requirements: - easy availability; - customer-oriented, user-friendly interface; - clarity, simplicity; - thematically structured features; - reliable, updated information and services - covering the following four topics in the case of portals run by local governments: - information about the settlement, place marketing; - institutional information related to the operation of local governments and local government agencies; - providing the opportunity to use e-public administration services; - business, commercial, civil and other information; - error-free operation, fast communication; - content management based on monitoring and evaluating user behaviour; - data security, protection of personal data; - providing multilingual content (with regard to tourism, national ethnic minorities and town-twinning); - compliance with W3C WAI recommendations in the spirit of inclusiveness.

Measuring factors/questions The factors identified in order to measure the priority 3 are:	* How many are there visitors in the PA's webpage compared to number of people in the PA? * What is the percentage of the online service usage by people living in the PA? * What is the frequency of updating homepage and online services? * Are there a person or persons who's task is to take care about online services?

4. Transparency toward citizens on public documents and administrative transparency

Description	Due to the relationship between transparency and accountability, access to government information is a perpetual concern of citizens. This is conspicuous in municipalities, due to their closeness to citizens and the devolution at local level in many of several government and service delivery responsibilities. The use of information and communication technologies in local governments is becoming more and more widespread. Yet, the potential benefits of ICT implementation at local governments go further than those of promoting efficiency, effectiveness and economy. They can enhance public trust and participation, thus improving the quality of local democracy. In democratic regimes, citizens' access to information is assured by law and, when this right is at stake, they can resort to special administrative bodies to see it enforced. Yet, this right has limited usefulness unless public sector entities, in effect, do facilitate citizens' access to relevant information, i.e. public entities not only comply with the mandatory disclosures according to the regulations but, above all, do this in a way that encourages citizens' use of the information disclosed. Information should be sufficient so that citizens can know where and how much financial resources are being allocated, and how are they being used (decision-making process). The focus is on the use of ICT as a means to diffuse budgetary and financial information. With the Internet it became much easier for both central and local governments to make the information more publicly available and to improve

	accountability. It must be noticed anyway that local governments have essentially invested in the provision of services through the Internet and in the dissemination of general and promotional information, while discarding at some extent the role of Internet as a tool to inform the citizens about the economic and financial administration. The main aim here is to use the full potential of ICT to provide timely, accurate and easy-to-use information to citizens and other local stakeholders, thus accomplishing the final purpose of increasing general trust in local governments. There have been some efforts to 'open' public institutions, providing more information to citizens, but this information is still very fragmented, often not in the best format for conducting analysis, and sometimes not related to budget preparation and public spending.
Importance	The following benefits can be brought by enhanced transparency both for local governments and local residents: **Comprehensive** - Local governments provide more comprehensive information on a broader range of expenditures, including contracts and subsidies with private parties. **Minimal thresholds or delays** - Disclose all expenditures big and small, direct and indirect, with information updated frequently. **Local jurisdictions and authorities** - Disclose spending by all local government agencies and entities, including independent authorities. **Contracts** - Disclose detailed information for each local government contract, tracking the purpose and performance as well as spending on subcontractors. **Subsidies** - Disclose detailed information, including the purpose and outcome of each subsidy. Compile a unified economic development budget to coordinate information about disparate programs. Link disclosure to automatic mechanisms to recapture subsidies if recipients don't deliver on their promises. **One-Stop** - Local governments offer one central website where citizens can search all expenditures. A patchwork of disclosure laws provides information about government expenditures – if citizens know where to look. But citizens must access numerous websites, go to several agency offices, read through dense reports, make formal

	information requests, and figure out complex bureaucratic structures to ascertain what is and isn't included. **One Click Searchable** - Commercial internet vendors know that a few extra clicks make it far less likely that users will get to their destination. Local governments have to allow citizens both to browse broad, common-sense categories of government spending and to make directed keyword and field searches.
Measuring factors/questions The factors identified in order to measure the priority 4 are:	* Which of services do you provide online? * Assign the percentages to different services you provide. * What is the frequency of updating homepage and online services? * How many Web 2.0 tools you use in PA's work? * Do you provide web-based GIS service?

5. Survey on digital level of other institutions and possible collaboration

Description	In order to work out their IT development strategy, local governments need to take into account the following aspects: - Improvement of the level of relationship with other institutions along with enhanced digitization of processes, - Achieving higher levels of digitization, needed to bring other institutions to more or less the same digital level, - Linking up with authorities, municipalities, local governments, state institutions that have previously been operating in isolation.
Importance	During the daily operations, local governments can be involved in the following activities with other institutions: - **Consultation** with **public authorities** performing similar duties, information share, cooperation, coordination of public proceedings, exchange of experiences, mass preparation of resolutions or other official documents with the same content. - **Consultation** with **central public authorities**, request for guidelines, data supply, providing statistics, giving the opportunity to collect information or monitor proceedings,

	- Maintaining **contact** with **other administrative bodies** related to the operation and management of local governments (declaration of taxes, requests for official permits, official announcements etc.)
Measuring factors/questions The factors identified in order to measure the priority 5 are:	* Does you organisation have an ICT development plan? * Is there a monitoring and evaluation scheme associated with the ICT developement plan? * How many of the services that are provided by PA are developed outside the PA? * Do you survey „digital level" of your collaborating partners?

6. Development of an Intranet, a computer network that uses Internet Protocol technology to securely share any part of an organization's information.

Description	According to its generally accepted definition, an intranet is a computer network that uses Internet Protocol technology to securely share any part of an organization's information or network operating system within that organization. Contrary to the Internet, which is basically a network between organizations, an intranet refers to a network within an organization. Sometimes the term refers only to the organization's internal website, but may be a more extensive part of the organization's information technology infrastructure. It may host multiple private websites and constitute an important component and focal point of internal communication and collaboration. Any of the well known Internet protocols may be found in an intranet, such as HTTP (web services), SMTP (e-mail), and FTP (file transfer protocol). Increasingly, intranets are not only being used to deliver tools and applications, e.g., collaboration to advance productivity but they are also used for more or less the same reasons by governments and municipalities. Intranets are also being used as ' culture-change platforms' that is, large numbers of employees discussing key issues in an intranet forum application could lead to new ideas in management, productivity, quality and other issues. Among the numerous benefits an intranet provides organizations the following should be highlighted: If all internal information of common interest is accessible via a

	single intranet, it provides rapid and equal access to information and improves customer service. Self-service access to information, internal administrative services and applications via the intranet contribute to Improved knowledge management and staff efficiency. Another key feature of intranet systems is that all relevant content and information are provided in a personalized and secure way, it may also enable home or remote working policies and improving staff efficiency by eliminating geographic location as a barrier to work. As all internal publications, forms and information are available via the intranet, faster turnaround times can be achieved, leading to significant reduction in paper, printing, publication, distribution and storage costs. When part of an intranet is made accessible to customers and others outside the organization, that part becomes part of an extranet. Organizations can send private messages through the public network, using special encryption/decryption and other security safeguards to connect one part of their intranet to another.
Importance	- **It increases workforce productivity**: Intranets can help local government administrators to locate and view information faster and use applications relevant to their roles and responsibilities. With the help of a web browser interface, they can access data held in any database the organization wants to make available, anytime and – restricted by certain security provisions - from anywhere within the organization workstations, increasing administrators' ability to perform their jobs faster, more accurately, and with confidence that they have the right information. It also helps to improve municipality services provided to citizens and businesses. - **It helps saving up time**: Intranet allows organizations to distribute information to employees on an as-needed basis; it means that within the organization of a local government, administrators may link to relevant information at their convenience, rather than being distracted from their routine work indiscriminately by electronic mail. - **It allows more efficient communication**: Intranets can serve as powerful tools for communication within an organization, both vertically and horizontally. From a communications standpoint, intranets are useful to communicate strategic initiatives that have a global reach

	throughout the organization. The type of information that can easily be conveyed is the purpose of the initiative and what the initiative is aiming to achieve, who is driving the initiative, results achieved to date, and who to speak to for more information. By providing this information on the intranet, local government administrators have the opportunity to keep up-to-date with the strategic focus of the organization.
	- **It allows web publishing:** all files and document received or produced by administrators are easily accessed throughout the departments of local governments using hypermedia and common Internet standards(Acrobat files, Flash files, CGI applications). Because each administration department unit can update the online copy of a document, the most recent version is usually available to all administrators using the intranet.
	- **It can be used for daily administrative operations and workflow management:** Intranets are also being used as a platform for developing and deploying applications to support administrative operations and decisions across the local government.
	- **It is cost-effective:** Users can view information and data via web-browser rather than reading and processing physical documents such as procedure manuals, internal phone list and requisition forms. By reducing the number of paper-based processes and improving the speed of approvals over paper-based administrative processes, this can potentially save the local government money on printing, duplicating documents, and the environment as well as document maintenance overhead.
	- **It is designed for enhancing collaboration:** Information is easily accessible by all authorised users, which enables performing better administrative teamwork.
	- **It has cross-platform capability:** Standards-compliant web browsers are available for the most important operation systems such as Windows, Mac, and UNIX.
	- **It offers Immediate updates:** When dealing with the public in any capacity, laws, specifications, and parameters can change. Intranets make it possible to provide citizens and businesses with instant changes so they are kept up-to-date.
	- **It supports a distributed computing architecture**: The intranet can also be linked other

	existing information management systems of local governments, for example a workflow management system.
Measuring factors/questions The factors identified in order to measure the priority 6 are:	* Percentage of computers connected to the internet? * Do you have dial-in or VPN connection possibility to use your network resources from outside the office? * Are the computers connected by Local Area Network? * Is data stored centrally in servers accessible through LAN? * Are there special servers dedicated only for supporting public services online?

7. Open source strategy for development of new products and services

Description	Within the last 15 years, free / lible and open source software (FLOSS) products have reached a considerable position in the software market. Linux plays an equally strong role as Microsoft in the market of operating systems, and the market for web server software is even dominated by the Apache web server. Open source software is an increasingly attractive option for IT managers in the private as well as in the public sector. The reasons why open source software are so important, when implemented in regional or local authorities are manifold. They range from cost-effectiveness, increased economic growth and improved flexibility over expiration of maintenance and support through software vendors, increased technical requirements, increased interoperability and independence from software vendors to security aspects and improved reliability. Surveys on the use of free and open source software have shown that corporate IT managers in the public sector considered higher stability together with operation and administration costs savings as striking advantages of open source over proprietary software. Another important key for the successful use of the web applications provided by each Regional Authority is the use of server farms (or web clusters). A server farm is a collection of computer servers usually maintained to

	accomplish server needs for beyond the capability of one machine. Server farms often have backup servers, which can take over the function of primary servers in the event of a primary server failure. Imagine the damage that could be occurred if someone needed to use a service provided by a regional authority (e.g. e-democracy applications like e-voting) and the one and only server the regional authority used was crashed and failed. On the other hand server farms are commonly used as high-speed processors that can efficiently handle with the large scale and numerous applications and services that each Regional Authority provides. [1]
Importance	It is very clear how important the adoption of common development strategies for reuse, open source and server farms is. - Open Source means community driven and community serving and the use of such software offers greater independence from companies. - This kind of software is customizable, which means that the community itself can develop their own add-ons. - It increases interoperability, transparency and secure. - Open source software is better for Regional Authorities for economical reasons, better security (there is no need to install anti-virus), independence from western companies and last but not least, such software empowers the e-Governance. - Server farms offer greater processing power and security, in case a server fails. [2]
Measuring factors/questions The factors identified in order to measure the priority 7 are:	* Does you organisation have an ICT development plan? * Is open source software used in PA's work? * How much of the ICT services and development are purchased centralised from large ICT companies (do you have MS or similar providers contracts)?

8. Analysis of infrastructural enabling services needed for development of advanced services ICT-based

Description	Throughout the world, public policies increasingly rely on innovative and interoperable ICT solutions to implement major projects for the benefit of society in domains such as eHealth, efficient energy use, cloud computing, integrated transport systems, smart grids, e-government, e-participation, e-administration etc.. The effectiveness of the proposed solutions depends to a large extent on the level of interoperability between the various ICT components of the systems which in turn depends on the effectiveness and consistency of the set of ICT standards underpinning the application. Public authorities also count on interoperable ICT solution to be able to communicate with their stakeholders and counterpart authorities both domestically and internationally. To fulfil their policy and communication tasks the necessary interoperable ICT solutions usually have to be acquired through public procurement.
Importance	It is very important for each public authority to develop all the needed infrastructural enabling services for advanced ICT – based services.[1] Some of the fundamental infrastructural services, both hardware and software, are listed below: - Printers - Computers - Structure cabling and Networking - Telecommunication Solutions - Servers - Disaster Prevention Systems - Provision, Installation and Support Services of Hardware[2] [1] ICT Standards and Patents – the public authority and international perspective http://ec.europa.eu/ [2] http://www.gennetsa.com/
Measuring factors/questions The factors identified in order to measure the priority 8 are:	* Are there any backup systems used? * Are there automated processes to support online services with data, if yes what is their % ? * Please indicate what the Internet is used for in your organization/establishment?

	* How regularly is the level of infrastructure development analysed?

9. ICT skills of Pas

Description	ICT has played an important role in public administration reforms in many countries. It changes the way the government and the public administration performs its functions and helps reduce operational costs. At the same time, ICT can increase the efficiency of government services. ICT is one of the key instruments that support good governance by increasing government transparency and accountability: this will eventually help reduce corruption opportunities. ICT empowers the general public to actively participate in policy formulation and help ensure transparent use of public funds.[3] There are several constraints that limit the use of ICT in public sector and one of these is definitely the lack of ICT skills of the personnel. It is essential for every Public Authority to have ICT – skilled personnel in order to update and handle all the information of the ICT – based applications and services available to the citizens. For this reason, there are several seminars and training courses organized by the European Commission (e-skills week) and the United Nations Public Administrations Network. [3] ADBInstitute - http://www.adbi.org/event/286.ict.public.administration/
Importance	- The European Union needs to ensure that the knowledge, skills, competence and creativity of the European workforce – including its ICT practitioners – meet the highest global standard and are constantly updated in a process of effective lifelong learning. - The European Union must remain an attractive place to live and do business. - It is necessary to continue to work at providing a rich science and technology environment and the availability of a breadth and depth of skilled labour force performing well in the latest technologies. [4] [4] Monitoring e-skills Demand and Supply in Europe, Current

	Situations, Scenarios, and Future Development Forecast until 2015, Costas Andropoulos, Weerner B. Corter,
Measuring factors/questions The factors identified in order to measure the priority 9 are:	* What is the frequency of updating homepage and online services? * Are there automated processes to support online services with data, if yes what is their % ? * Are there a person or persons who's task is to take care about online services? * Which ICT-related problem areas (constraints) apply to your establishment? * Percentage of employees who are capable of supporting PA's online services.

1.2.3.2 Front office priorities

This type of priorities refers to the services and applications that each Public Authority offers to the citizens, e.g. web site, e.consultation, e.government and e.participation.

10.   Stand alone services on web site

Description	Stand alone services on web site, is a list of applications and services available to the citizens by entering the Public Authority's website. These particular services promote the e-government, e-participation, e-inclusion and e-democracy initiatives. Citizens can thus participate in public administration's decisions making, exchange opinions, consult the public authority, find information of their interests, use services.
Importance	When stand alone services on the website are available: - citizens participate more actively in local affairs and thus democracy is strengthened, - the public administration shows interest and faith to the citizens and as a result, their bidirectional relation becomes stronger, - these online services facilitate the citizens, bypassing those bureaucratic procedures that hamper the service of citizens. As a result, citizens can use the services provided, by entering the web site or by just filling in some applications and forms.
Measuring factors/questions The factors identified in	* Are there automated processes to support online services with data, if yes what is their % ? * Is open source software used in PA's work?

order to measure the priority 10 are:	

11. Consultation via web to citizens, local enterprises and community organisations on specific issues

Description	The concept of e-consultation[3] (on-line public consultation) is a relatively new one and concerns the use of information and communication technologies (ICTs) to enable participation in public consultation. According to ofmdfmni.gov.uk, e-consultation is:
	an online consultation process using the Internet to ask the public their opinion on one or more specific topics and allows for discussion between participants.
	E-consultation is the use of electronic computing and communication technologies in consultation processes and is complimentary to existing practices. E-consultation can be an effective tool in encouraging participation and gathering responses to consultation documents and social policy issues as part of a broader range of methodologies.
	In the field of Public Authorities (Regional/Local Authorities) the use of on-line consultation of the Public Authorities' Databases (e-consultation) plays a key role in improving the quality, effectiveness and use of the services and applications provided.
	According to ofmdfmni.gov.uk, a well run E-consultation has the following advantages:
	- It enables people to immediately highlight their views
	- It enables people to engage in a discussion which may in turn stimulate further ideas
	- It reduces the chill factor of responding to consultations in a traditional written format
	According to UK Department of Business Enterprise and Regulatory Reform, e-consultation can bring a number of benefits, for example:
	- the potential to reach, quickly and easily, a wide and diverse audience
	- the opportunity for respondents who have little time, to respond interactively to consultations and send their comments on-line, rather than by post
	- the opportunity for more informed consultation, by providing access to further information through links to online resources
	- the opportunity to filter and analyse responses

	automatically as they are received electronically - the opportunity to generate feedback to respondents automatically and to provide them with email alerts when future, similar consultations are launched. - For public bodies, e-consultation offers the benefits below: - Improvements in the way services are planned, to give users what they want, and expect. - Ų Help in the prioritisation of services and so make better use of limited resources. - Help to establish performance standards that are relevant to users' needs. - Fostering a working partnership between users and staff, so both have an opportunity to understand both the problems and opportunities that exist in the way the service is delivered. - To ensure that managers are alerted to problems quickly and have a chance to put things right before they escalate. - To symbolise commitment to be open and accountable: to put the needs of the service user first. For a successful consultation, the following phases need to be carried out: 1. **Pre-consultation planning** 2. **The consultation process** 3. **Consultation feedback**
Importance	The importance of the online consultation[4] lies in the fact that: - it strengthens democracy, as citizens are able to express their opinion and suggest improvements and changes, - it also increases accountability, because by linking the public with decision-makers, citizen confidence in and support of the administration is strengthened and so local or regional authorities are held more responsible for their actions. - it improves policy quality, as active public engagement results in better decisions and better policies and, - the online consultation of PA databases enhances policy legitimacy, as if people are involved in policy deliberation, they will have more faith in the legitimacy of the policy.
Measuring factors/questions	* How many personalized services are there (required to log in with ID card or similar)?

The factors identified in order to measure the priority 11 are:	* Assign the percentages to different services you provide. * How many Web 2.0 tools you use in PA's work? * Where do you see the main needs and barriers to include Web2.0 technologies in your institution?

12. Extranet with other institutions and development of integrated services (e.g. call center, common databases), workflow management of internal procedures

Description	Today's business realities are changing the communications landscape, accelerating convergence and integration. For example, the ubiquitous cell phone is no longer just a phone. It has now morphed into an integrated MP3 player, a camera, a camcorder, web browser, text messaging, email, walkie-talkie, a storage media, an authentication device-the capabilities are endless. Likewise, a computer is no longer just a fast computing machine, but a true multimedia endpoint capable of serving as a DVD player/recorder, a VoIP phone, an audio player, a game machine, and even a TV, as well as a work system. Wherever one looks, the trend is obvious-integrated services and applications are being delivered in a smaller form factor, resulting in enhanced productivity and efficiency to the end user.
Importance	- **Improving the Public Administration efficiency** both at internal level (better integration among internal offices) and to citizens, because it make them able to find the same service with the same procedure in different but neighboring territories - **Maintaining contact and knowledge exchange** with **other administrative bodies** related to the operation and management of local governments (declaration of taxes, requests for official permits, official announcements, procedure for enterprises etc.) - **Cost saving and optimization:** facilities, network connections and (sometimes) personnel are shered among more public administration. Redundancies are avoided - **Wider and better services** for citizens,

	entrepreneurship, social associations etc..
Measuring factors/questions The factors identified in order to measure the priority 12 are:	* Do you have dial-in or VPN connection possibility to use your network resources from outside the office? * To what extent does your organization use any form of cloud services? * How many of the services that are provided by PA are developed outside the PA?

13. Participation to civic networks / Pilot projects for services with other entities

Description	Information Society and e.government involve a wide area of topics and services where the creation, distribution, diffusion, use, integration and manipulation of information is a significant economic, political, and cultural activity. The Information and Communication Technologies give the opportunity to connect people and stakeholders in work and information flows so that the same instruments or services can serve and bring together people and entities really different for interests, job, scope. Furthermore the same 'service', by its very nature, may require the contribution of different bodies: in this case ICTs offer a new world of service's opportunity and new concepts for workflow procedures. In this context local municipalities can take the bridles of this services and coordinate network of entities for launching pilot initiatives and projects focused on creating new services for citizens, entrepreneurship, aged people, etc..
Importance	There is a really wide number of possible running initiatives worthy to be indicated as good practices in this field. According to the theme or the specific need to solve many project are been developed among public institutions, private entity, civic networks etc.. aiming to provide services and solution to citizens, workers, enterprises etc.. Importance factors are: - Frequent **confrontation and consultation** on people needs with central public authority - Improve the **interest and the respect** of citizens towards public administration

	- **Maintaining contact and knowledge exchange** with **other administrative bodies** related to the civic issues and people needs - **Cost saving and optimization**, thanks to the sharing of services and related costs
Measuring factors/questions The factors identified in order to measure the priority 13 are:	* How many of the services that are provided by PA are developed outside the PA? * How efficient you evaluate your participation in digital civic networks?

14. Interactive services with citizens and SMEs (on-line front offices)

Description	Interactivity is a functionality rather than a specific type of service, and it can be applied in a wide variety of contexts. Its distinguishing characteristic is the ability of citizen to interact with a digital TV programmes or a web site by one of these methods: - by changing the content which appears on the screen: for example to access background information, to change camera angles, to view more than one picture at a time, or to view associated text at the same time as a main picture; - by providing information to the broadcaster through a return path, usually a telephone line: for example to order a product, to exercise "votes" on options provided by a programme or to participate in an on-screen quiz show. - By change the web site information (i.e. Igoogle) - By ask a questions to an interactive BOT (artificial intelligence) Interactive Services can be customized and used also by Public administrations to offer a wide range of new and standard services through multimedia solutions, including print, TV, Internet, mobile both for citizens and entrepreneurship.
Importance	Interactive services and multimedia device allow to: - **Provide** "traditional" **services** to citizens **in** a more **efficient way**

	- **Avoid** travelling, frontoffices and **loss of time** having at home the opportunity to perform a wide number of procedures - Develop new services looking for a **better integration** of the wider percentage of population - **Fight the digital divide** using different multimedia and networking way to provide the same service - **Facilitate** also the **accessibility** to the administrative procedure for people affected by handicap of specific diseases, through the utilization of specific devices
Measuring factors/questions The factors identified in order to measure the priority 14 are:	* How many personalized services are there (required to log in with ID card or similar)? * Assign the percentages to different services you provide. * How many Web 2.0 tools you use in PA's work? * Percentage of digital Information and documents flow inside the public authority?

15. Local web portal and multi-channel services

Description	A web portal or links page is a web site that functions as a point of access to information on the World Wide Web. A portal presents information from diverse sources in a unified way. Apart from the standard search engine feature, web portals offer other services such as e-mail, news, stock prices, information, databases and entertainment. Portals provide a way for enterprises to provide a consistent look and feel with access control and procedures for multiple applications and databases, which otherwise would have been different entities altogether. Today to create a web portal or to manage his content, we can use applications called CMS (Content Management System). A content management system (CMS) is the collection of procedures used to manage work flow in a collaborative environment. These procedures can be manual or computer-based. The procedures are designed to do the following: - Allow for a large number of people to contribute to

	and share stored data
	- Control access to data, based on user roles (defining which information users or user groups can view, edit, publish, etc.)
	- Aid in easy storage and retrieval of data
	- Reduce repetitive duplicate input
	- Improve the ease of report writing
	- Improve communication between users
Importance	- Web portal design is basically the most beneficial access point for the user of the web as they can easily go from one page to another navigating the information of their choices.
	- All the portals have the information stored into links to various topics such as news, business, sports, entertainment, finance, travel and much more.
Measuring factors/questions The factors identified in order to measure the priority 15 are:	* Are there automated processes to support online services with data, if yes what is their % ? * Please indicate below which activities describe what the Internet is used for in your organization/establishment? * How much local web-portal and multichannel services do you provide?

16. E.participation initiatives

Description	E-participation is understood as the use of modern Information and Communication Technologies (ICT) in order to involve all parts of society in political decision-making. People have higher expectations as regards the quality and efficiency of public services as well as access to public institutions and elected politicians, but they think that their vote will not "make a difference" or that their concerns and opinions are not being listened to or acted upon. There is great demand for public services and information to be customized to their needs and available at a touch of button, or click of a mouse. Governments and local institutions have to work with citizens to identify and test ways of giving them more of a stake in the policy-shaping process, such as through public consultations on new legislation. ICTs provide a range of tools which can give citizens easier access to information about what decisions are being taken which affect their

lives and how the decision-making process works. They can also help foster communication and interaction between politicians and government bodies on the one side, and citizens on the other. Internet, mobile phones and interactive television can be used to channel information to citizens and canvass their views. Increasing transparency and public participation benefits democracy and should improve the quality of legislation being adopted. It is also good for the cohesion of European society because participation promotes a sense of ownership of the political process.

A number of tools and models have emerged as part of the Web 2.0 that can be used or inspire the design of architecture for e-participation. In particular, "the emergence of online communities oriented toward the creation of useful products suggests that it may be possible to design socially mediating technology that support public-government collaborations". Some examples:

Participation tools
- **Online social networking:** online service, platform, or site that focuses on building and reflecting of social networks or social relations among people, e.g., who share interests and/or activities. Example: Facebook, Twitter
- **Blogs:** A blog is a type of website or part of a website usually maintained by an individual with regular entries of commentary, descriptions of events, or other material such as graphics or video. Most blogs are interactive, allowing visitors to leave comments and even message each other via widgets on the blogs and it is this interactivity that distinguishes them from other static websites
- **Chats:** communication over the Internet, that offers an instantaneous transmission of text-based messages from sender to receiver, hence the delay for visual access to the sent message shall not hamper the flow of communications in any of the directions. Online chat may address as well point-to-point communications as well as multicast

	communications from one sender to many receivers.
	Mechanisms - **eVoting (electronic voting):** it can include different level of technology as punched cards, optical scan voting systems and specialized voting kiosks - **Reputation systems,** where reputation scores for a set of objects (e.g. services, goods or entities) are computed and published based on opinions collected by participation tools - **Internet petitions.** Petition posted on a website. Visitors to the website in question can add their email addresses or names, and after enough "signatures" have been collected, the resulting letter may be delivered to the subject of the petition, usually via e-mail - **Transparency tools,** to stimulate e-participation building a relationship trust with the citizens **Tracking and analysis** - Digital traces - Data mining - Data visualization - Simulations such as agent-based social simulation
Importance	- **Facilitating** the participation of citizens to the cycle of life of the local policies - **Fostering** policy transparency - **Relaunching** trust in local policies and politicians - **Monitoring** people needs and facilitating the discovery of unknown problems and possible solutions - **Giving** a voice to citizens
Measuring factors/questions The factors identified in order to measure the priority 16 are:	* Which services do you provide online? * How many Web 2.0 tools you use in PA's work? * Where do you see the main needs and barriers to include Web2.0 technologies in your institution? * Do you use any web-based spatial data handling services?

17. Transnational e.government services

Description	eGovernment[5] is about using the tools and systems made possible by Information and Communication Technologies (ICTs) to provide better public services to citizens and businesses. ICTs are already widely used by government bodies, just as in enterprises, but eGovernment involves much more than just the tools. Effective eGovernment also involves rethinking organisations and processes, and changing behaviour so that public services are delivered more efficiently to the people who need to use them. Implemented well, eGovernment enables all citizens, enterprises and organisations to carry out their business with government more easily, more quickly and at lower cost. In the European Union's internal market, people are able to move freely – either for work or for private reasons – and consequently they have to be able to deal easily with public services outside their home country more and more, by using transnational e-government services. If eGovernment services are to provide significant added value to citizens and business, then it is crucial that different government bodies, both within a country and in different EU Member States, are able to share information efficiently and co-operate in serving citizens, by developing transnational e-government services.
	
	   The reason why the transnational e-government services should be implemented and the benefits that these services offer to the citizens are the follow:
	
	  - Transforming public administrations: improving the efficiency of public administrations, reducing their size and cutting costs.
	
	  - Putting services online: delivering government services over the Internet and other electronic channels.
	
	  - Improving the image of government: increasing the transparency of the public sector and creating a more open, participative decision-making process.
	
	  - Increasing government control over society: re-enforcing control over citizens, businesses and taking action against perceived security threats.

	- Providing a symbolic direction for society: appear to be modern, working towards progress by following existing technological trends[6]
Importance	A list of services that can be provided with e-government and indicates the importance of the transnational e-government services are :[7] - Portals and forums (for providing the citizens who live abroad with information about many current issues and news) - E-government service for birthday certifications (thus facilitating people who live permanently abroad) - Passport insurance service - "Announcement of moving" service (for citizens who decide to live permanently abroad) - Transnational E- health services (for citizens who travel abroad and need to be provided with healthcare services) - E-Tax payment system (for citizens who live abroad and need to pay their taxes)
Measuring factors/questions The factors identified in order to measure the priority 17 are:	* How much do you use transnational e-government services? * What is the ratio of local to national/transnational e.governance services used by your PA?

1.2.3.3 Back office priorities

The "Back office" group consists of priorities that refer to administrative functions that support but are not directly involved in the operations of a Public Authority, such as electronic protocol and workflow management of internal procedures.[8]

18. Workflow management of internal procedures

Description	Originally, the concept of workflow has evolved from the notion of *process* in manufacturing and the office. A process is often defined as a set of partial ordered steps with the purpose of reaching a specific goal. Processes typically consist of process elements which can be further decomposed into atomic process elements or process steps. It has to be noted that the terms *'workflow'* and *'process'* are often used as synonyms. In order to describe

	the characteristics of various workflow management systems, we do not find it necessary to make a distinction between them. Additionally, we use the term *'activity'* for describing process elements and the term *'task'* for individual process steps.
	Workflow management involves the coordinated execution of an administration process, consisting of several activities and tasks which are performed either automatically by an information system or manually by an appointed administrator. Workflow management systems offer an environment to define and execute such processes. According the workflow reference model suggested by the Workflow Management Coalition (WMC), a workflow management system is *a system that completely defines, manages and executes processes through the execution of a software whose order of execution is guided by a computer representation of the process logic.* Based on this definition, the following two main areas of workflow management can be identified: - <u>*Workflow specification:*</u> requires workflow models and methodologies for capturing a process as a workflow specification. - <u>*Workflow implementation and execution:*</u> requires methodologies/technology for using information systems, and human performers to implement, schedule, execute, and control the workflow tasks as described by the workflow specification.
Importance	The importance of workflow management systems applied by local governments is unquestionable nowadays. The following advantages of applying such systems can be highlighted: - **Specification**: The application of workflow systems has the potential to lead to a better specification of administration processes, of regular (standard) processes and even more of special ad-hoc administrative processes. Even if this is not a technical matter, experience shows that the organizational analysis and design needed to employ workflow systems increases the quality of administrative processes. - **Documentation**: the application of workflow systems leads directly to an exact documentation of administrative processes. This integrated documentation

	also yields better traceability of processes, built-in status accounting, and improved responsiveness.
	- **Turn-around**: a primary goal for employing workflow systems is to reduce turn-around times and therefore to improve reactiveness.
	- **Flexibility**: Comparing to traditional software solutions, workflow systems are much more easier to adapt. They allow a very dynamic and flexible redesign of administration processes to adapt to the needs of public administration. Furthermore, standardized cases or processes as well as non-standard ones can be dealt within the range of one system.
	- **Integration:** workflow systems can act as 'glue' between various ICT devices allowing also the integration of existing systems in newly-formulated administrative processes.
Measuring factors/questions The factors identified in order to measure the priority 18 are:	* Is data stored centrally in servers accessible through LAN? * Which services do you provide online? * Percentage of digital Information and documents flow inside the public authority? * Do you use any web-based spatial data handling services? * Do you provide web-based GIS service?

19. Backoffice automation

Description	BackOffice automation refers to the varied computer machinery and software used to digitally create, collect, store, manipulate, and relay office information needed for accomplishing basic tasks and goals. Raw data storage, electronic transfer, and the management of electronic business information comprise the basic activities of an office automation system.
	Generally, there are three basic activities of an office automation system:
	- **Storage of raw data:** Data storage usually includes office records and other primary office forms and documents. Data applications involve the capture and editing of a file, image, or spreadsheet.
	- **Data exchange:** The exchange of stored and manipulated information is an equally important component of an office automation system.

	Electronic transfer is a general application area that highlights the exchange of information between more than one user or participant. Electronic sharing software illustrates the collaborative nature of many backoffice automation systems. The distinction between electronic transfer and electronic sharing is subtle but recognizable. - **Data management:** The last major component of an office automation system offers planning and strategic advantages by simplifying the management of stored information. Task management, tickler systems or reminder systems, and scheduling programs monitor and control various projects and activities within the backoffice. Within each broad application area, hardware and software combine to fulfill basic functions.
Importance	- **Improving efficiency** of the Public Administration: backoffice automation permits to reduce inefficiencies to rekeying information, to use manual work arounds, to reduce data loss, and inaccurate reports. - Providing an efficient and adequate **platform** where to develop and place **new services**, arising from the integration of multiple data sources - **Fostering** data sharing and **knowledge management**
Measuring factors/questions The factors identified in order to measure the priority 19 are:	* Are there automated processes to support online services with data, if yes what is their % ? * Percentage of employees who are capable of supporting PA's online services. * Percentage of digital Information and documents flow inside the public authority?

20.   Internet usage efficiency

Description	Internet usage efficiency means how efficient do the enterprises or the citizens of a specific territory use the services which are available in public authorities' websites. The 2010 edition of the "EU eGovernment Benchmark Report"1 shows that availability of online public services is less and less an issue: a wide range of basic services is available in almost all EU27 countries. The use by enterprises has shown an increasing trend. However, the use by citizens remains low and this poses questions and challenges to European policy-makers who want to make the best use of the considerable budget invested until now in digitising their public administrations. These questions need answers more than ever in the current time when budgetary pressure due to the ongoing crisis demands best use of available resources
Importance	The importance of using internet services, lies on the fact that such usage - increases the efficiency, - decreases cost and time and - bypasses the bureaucracy
Measuring factors/questions The factors identified in order to measure the priority 20 are:	* Which services do you provide online? * What is the percentage of the online service usage by people living in the PA? * Assign the percentages to different services you provide. * Are there automated processes to support online services with data, if yes what is their % ? * Biggest concerns in your PA that have to be dealt with to progress in ICT adoption (assuming the finances are not the concern)

21. Digital divides (gender, age, etc)

Description	The concept of the digital divide has been evolving over the years, being generally defined as a social issue linked to the different amount of information between those individuals who have access to the information society and information and communication technologies (ICTs) and those who do not. It also refers to countries, regions, cities, and businesses that are at a differentiated socio-economic and cultural level with regard to ICT accessibility. This gap includes imbalances in terms of access to Internet infrastructure, information and knowledge, and equality of opportunity depending on income, race, ethnicity, gender or other similar criteria.
Importance	In order to gain a sustainable society, Governments and other concerned stakeholders should concentrate on ensuring equal opportunities for the young and future generations. ICT is a vital component of that future, and bridging the digital divide should become a world priority. The provision of suitable e-services and the promotion of digital literacy should become a security matter and a top priority for Governments, in order to ensure their country or region a place in the future knowledge based society.
Measuring factors/questions The factors identified in order to measure the priority 21 are:	* Is open source software used in PA's work? * How many Web 2.0 tools you use in PA's work? * Biggest concerns in your PA that have to be dealt with to progress in ICT adoption (assuming the finances are not the concern) * Spread of e-literacy and persistance ofdigital divides among people living in the PA. * Does the PA have a plan how to realize e-inclusion of all groups, specially in rural areas? Are there digital divides in your administrative region (by gender, age location)