



eGovRTD2020 regional Workshop in Italy  
27. October 2006, Milan

## Roadmapping eGovernment 2020 (Project Work Package 4)



**Maria A. Wimmer**



**Giampaolo Amadori**  
**Cristiano Codagnone**

# eGovRTD2020 Workshop: Roadmapping eGovernment 2020



Contract no: IST-4-27139

9:30 – 9:40	Giampaolo Amadori, EIPA-CEFASS: Benvenuto e Introduzione
9:40 – 10:20	Maria Wimmer, Università di Coblenza e Project Manager del Progetto eGovRTD2020: Presentazione degli Scenari al 2020 e dei Gap
10:20 – 10:30	Discussione e richiesta di chiarimenti
10.30 – 10:45	Cristiano Codagnone, Università di Milano: Introduzione del lavoro di gruppo: metodologia di roadmapping e compiti per i gruppi (5 persone per ogni gruppo)
10:45 – 11:00	Coffee break
11:00 – 13:00	Discussione nei gruppi per valutare degli scenari e dei gaps e per elaborare misure e sfere di attività per la ricerca sull'eGovernment nel futuro
13:00 – 14:00	Pranzo e discussione informale
14.00 – 15:30	Presentazione dei risultati dei gruppi di lavoro
15:30 – 15:45	Coffee break
15:45 – 16:45	Discussione delle Roadmap e consolidamento risultati
16:45 – 17:00	Chiusura dei lavori



# Overall objectives

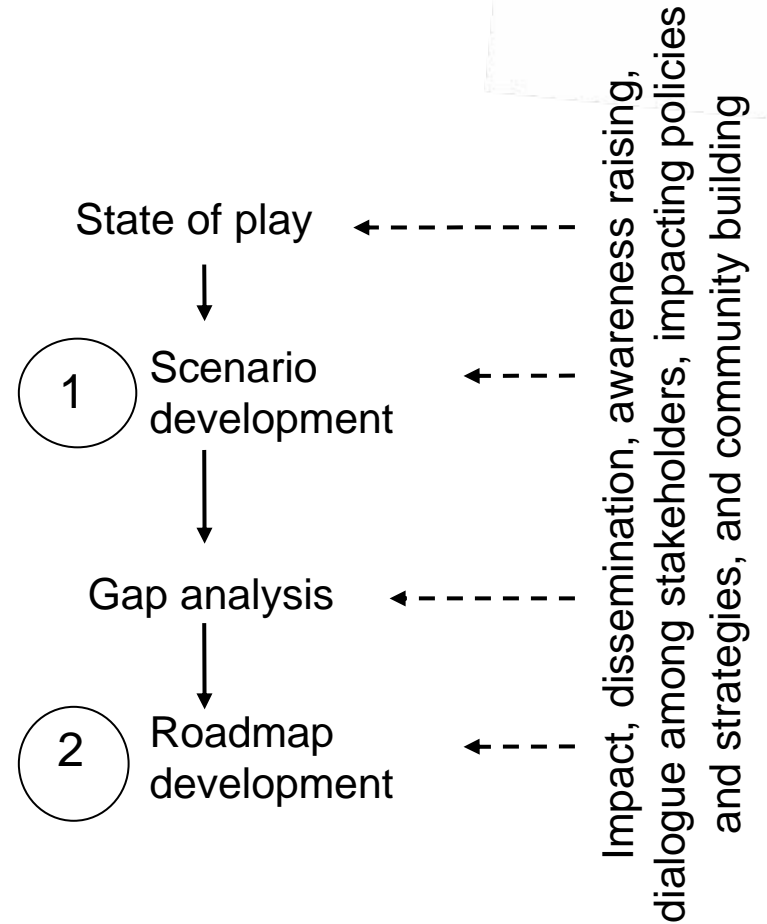
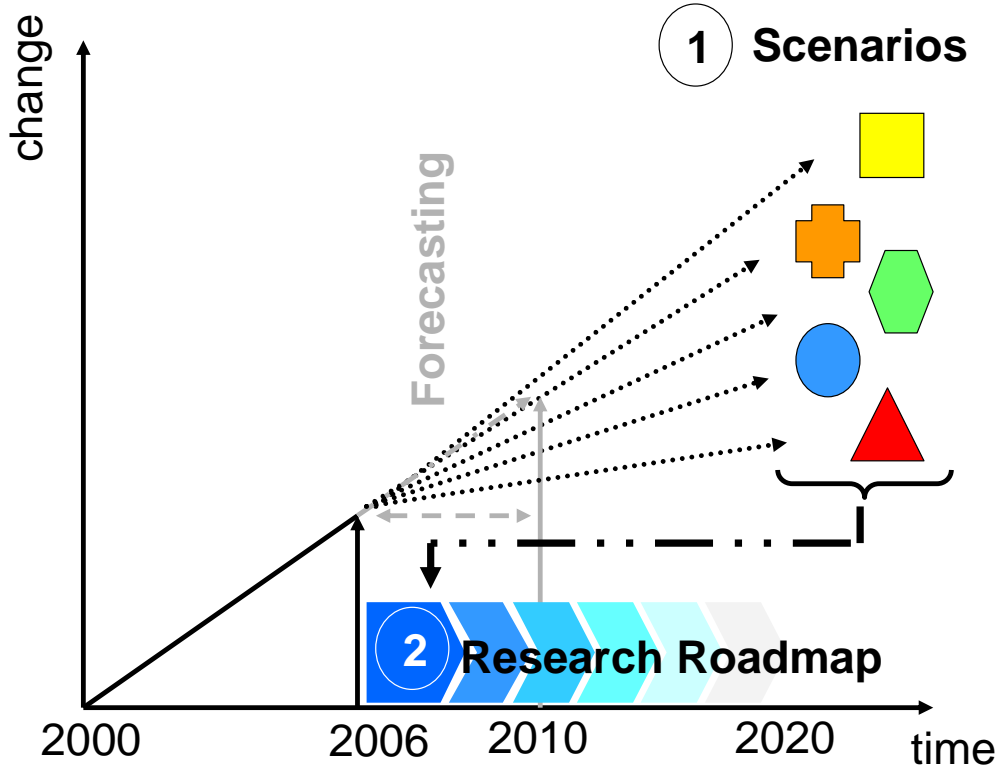


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- Identify and characterize key **research challenges** and an implementation model for dynamic governments in 2020
  - Develop **visionary scenarios** of eGovernment for 2020
  - Develop a **detailed research roadmap** for the transformation process
- **Vision**
  - transform the EC Government **landscape into a coherent community**
  - contribute to the development of the EC as a **leading knowledge society**



# Overall methodology



# Purpose of Roadmapping Workshops



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- Assessment of scenarios for eGovernment in 2020
- Validation of identified research gaps
- Defining key research challenges
  - In order to facilitate wanted scenario-trends
  - In order to avoid unwanted scenario developments
- Formulating a research action plan
- Prioritisation of research themes and research activities within the catalogue of measures
- Consolidating the group results towards a strategic research programme for eGovernment



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# Results of scenario workshops

Alternative Visions for  
Governments  
in 2020

# Seven regional workshops for scenario building

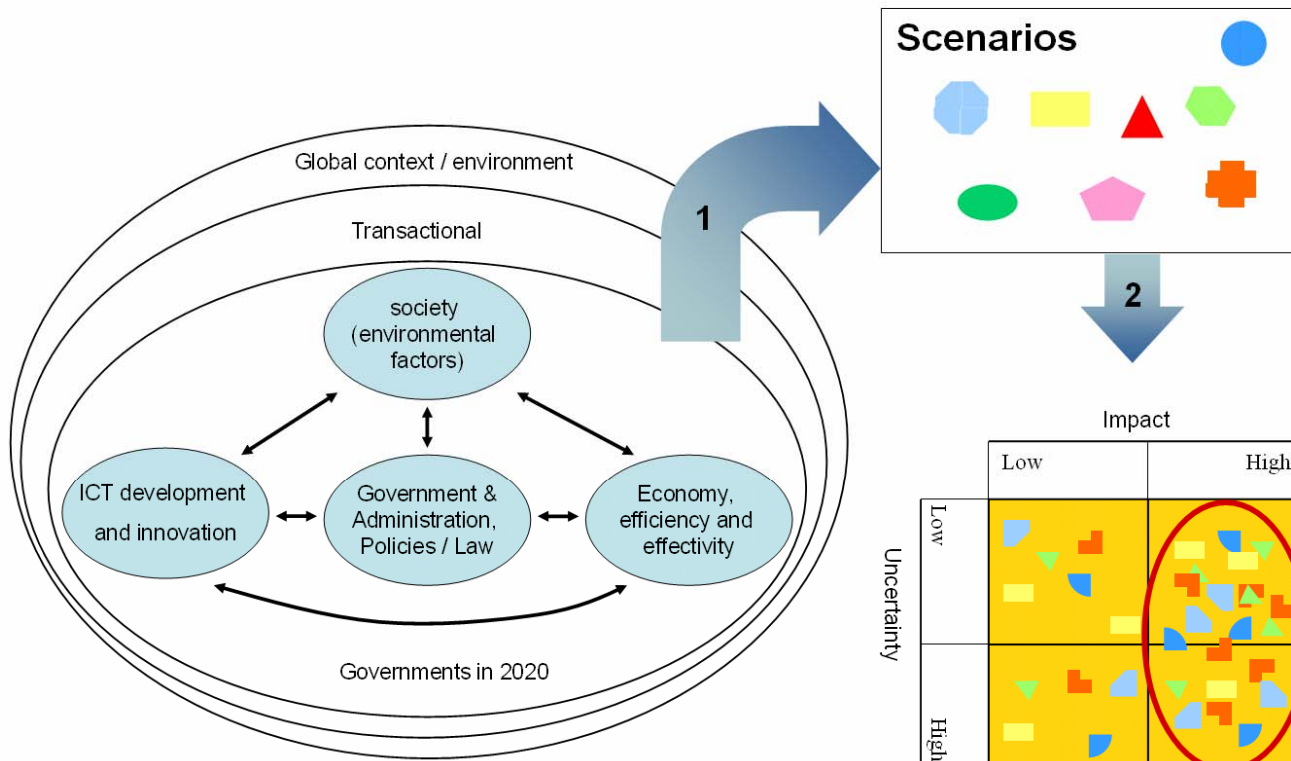


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Region	Participants	# Scen.
Western Europe NL: Delft	4 Government, 7 Research, 8 Business	4
Northern & Baltic States LI: Vilnius	5 Government , 8 Research, 5 Business	3
Central Europe DE: Koblenz	2 Government, 13 Research, 4 Business	5
Central Europe AT: Linz	11 Government, 9 Research, 5 Business	4
Eastern European CZ: Prague	1 Government, 13 Research, 1 Business	4
Southern / Eastern Europe – SI: Bled	2 Government, 12 Research, 5 Business	5
USA: San Diego	2 Government, 23 Research, 1 Business	4



# Basic concept of scenario building



1. Scenario building based on a holistic approach

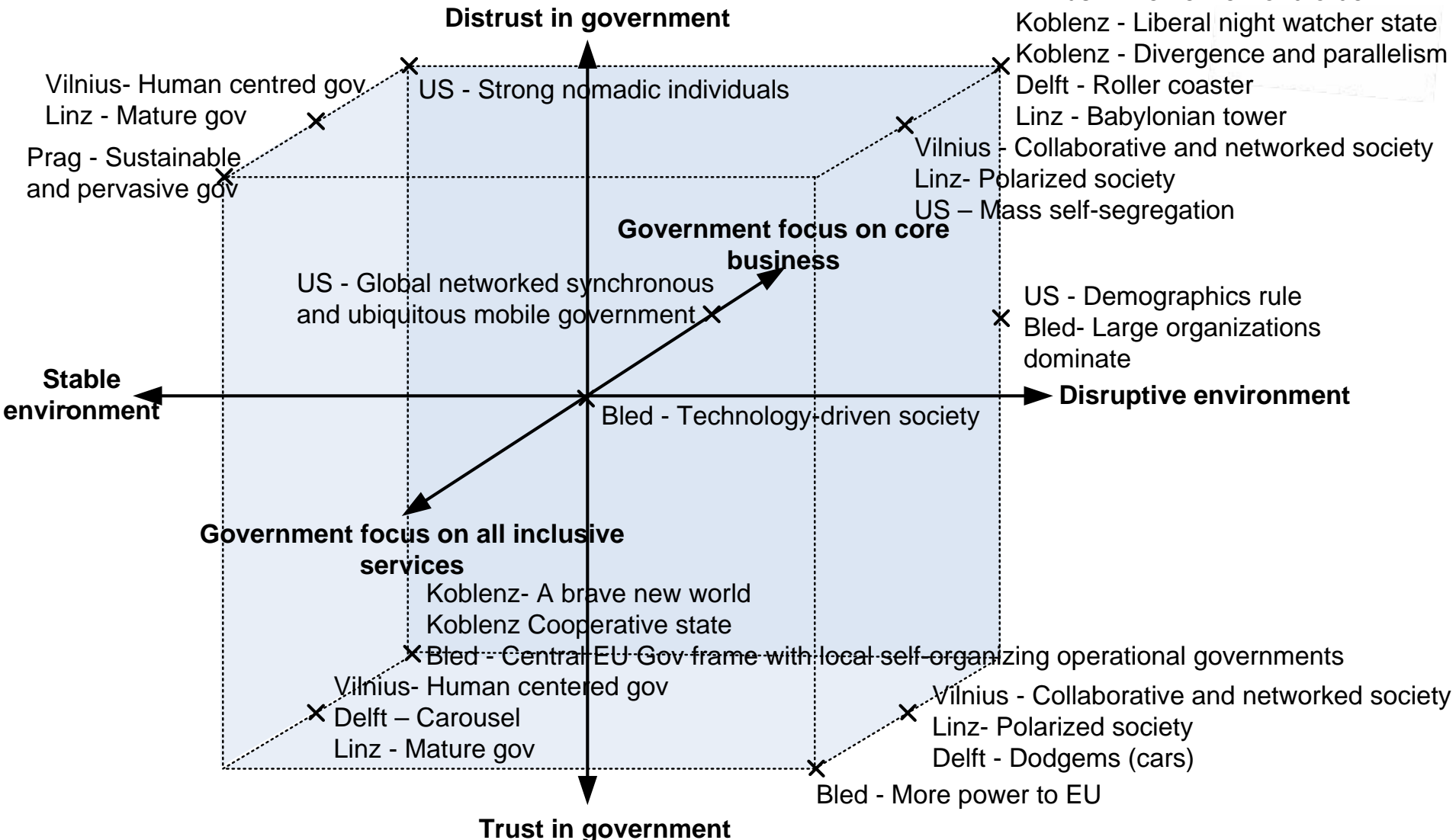
2. Extraction of issues from the scenarios and classification of issues to their uncertainty and impact on eGovernment

3. Validation of the workshop results and consolidation of aspects; extraction of three key dimensions

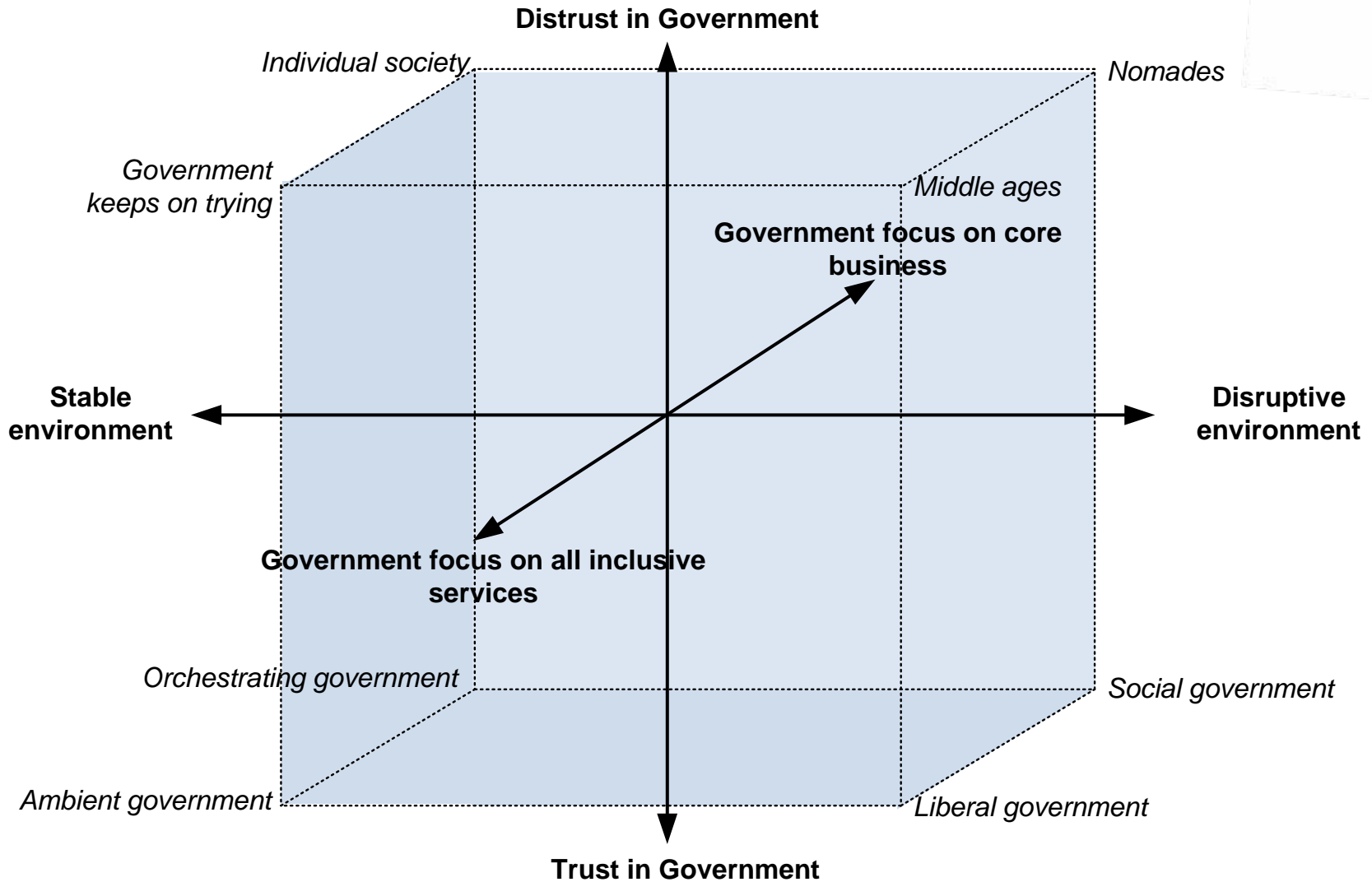
4. Synthesis of results into final eight alternative scenario pictures



# Allocation of 29 scenarios in three core dimensions



# Consolidated scenario results



# Orchestrating government

[Stable environment, trust in government, government focus on core business]



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*Disruptive developments that were predicted at the start of the 21st century did not occur, or these had only a modest effect on Europe's societies. The government adopts a facilitating, but limited role in society, which attitude is broadly supported.*

## Society and context

Inclusive society

Stable environment

Integration of ageing society

Europeanization

Trust in government

## Government

Government focus on core business

Outsourcing of non-core business  
(Public-Private-Partnerships) for

Cost efficiency

Service quality

No personalised services

Transparency (Legislation)

Legal and social norms are not  
automated

## ICT

Mobility

eCrimes and eTerrorism

Technical standards

Unique identity



# Individual society

[Stable environment, distrust in government, government focus on core business]



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*People have become more and more individualistic. They want to get the maximum out of their potential, and take it as an individual responsibility to be successful. Government should take care of essential facilities, but it cannot meet the high expectations of demanding citizens.*

## Society and context

Cosmopolitan  
Europeanization  
Data protection  
Stable environment  
Inclusive society  
Self-responsibility  
Individual networks  
Clans und cliques play an important role

## Government

Legal power is fairly distributed  
Distrust in government  
Low Participation  
Outsourcing, Public-Private-Partnerships (e.g. health care)  
Focus on core business  
Flattened hierarchies

## ICT

Monitoring technologies  
Dealing with information overload  
Context-based translation service  
Networks of contact using P2P exchange mechanism  
Information and knowledge management  
Personal broker



# Ambient government

[Stable environment, trust in government, government focus on inclusive services]



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*Government is all around. Citizens have a high confidence in government to effectively and efficiently settle issues for the common good. They are helped by a stable development of key environment variables.*

## Society and context

Europeanization

Standardisation

High investments into education as prevention measurement

Internet communities

## Government

Cooperation between Europe's governments

Central EU eProcurement

No physical contact (high quality of eServices)

Political power at EU and local level raises, decrease at national level

Transparent decision-making

Public-Private Partnerships

## ICT

Communication across cultures

ICT as driver e.g. economic growth

Universal wireless networks

Security standards

Sector-specific regulation

Service-oriented architecture



# Government keeps on trying

[Stable environment, distrust in government, government focus on inclusive services]



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*Despite its efforts to be involved in improving the quality of life at all fronts, trust in government is low. Mainly caused by a lack of modernization of participation mechanisms, people experience a big gap between the technocratic government and their own wishes and sorrows.*

## Society and context

Europeanization

Stable environment

No digital and social divide

Data protection

Simplification of legal framework

Multinationals get more power

## Government

Governments competing with each other

Decreasing national power

government focus on inclusive services

Personalised services

Public-Private Partnerships

Low participation

## ICT

Automated processes

Networking of ICT-systems



# Middle ages

*[Disruptive environment, distrust in government, government focus on inclusive services]*



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*In a highly polarized world, governments focus on key state tasks. The socio-economic policy is aimed at individuals taking their own responsibility, a mentality that rests on great support in 2020's society.*

## Society and context

War on resources  
Rapid growth of world economy  
critical international relationships  
Security vs. privacy  
Mobility and welfare  
Social divide  
Distrust in government

## Government

Outsourcing of (e)Services  
No user-centric service production  
Increased participation in decision-making

## ICT

Built-in technology and information infrastructure  
Transparency  
New, innovative participation mechanisms  
Global and local standards  
Open-Source-Software becomes less important, robust quality through proprietary software



# Nomadics

*[Disruptive environment, distrust in government, government focus on core business]*



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*Always on the move, and always on the run. Society has become largely individualistic, with only a small role for government that is distrusted.*

## **Society and context**

Social exclusion, digital divide  
Instable environment (terrorism, religious wars)  
Ageing society  
Privacy subordinated to security  
Individualism and self-responsibility  
Nationalism, Europe breaks down

## **Government**

Problems with providing essential services  
Restricted role in legal & governmental issues  
Simplification of procedures and organisational structures  
Cooperation and common policy  
Depersonalised interaction between government and citizens

## **ICT**

Remote monitoring  
Implanted devices  
eParticipation  
eServices  
Ubiquitous Digital Right Management



# Liberal government

[Disruptive environment, trust in government, government focus on inclusive services]



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*Though society has changed dramatically because of demographic and security-related developments, government has been able to catch up with the high expectations from citizens and fulfils a key role in the provision of eServices, using state-of-the-art technology.*

## Society and context

Increasing social tension

Job mobility

European Union becomes common economy

Crisis because of unequal resource allocation and welfare

Privacy subordinated to security

Huge shared service centres

## Government

eServices

Investment in participation

Back warding delivery of public services

Media is still most important power in decision-making

High quality and omnipresent service delivery

Networking agencies

Unique European identity

## ICT

Technical and legal measures for data collection and data processing

Rights management: anonymous & encoded access to automated data

Technology is transparent and does not disturb human interaction in a negative way



# Social government

[Disruptive environment, trust in government, government focus on core business]



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*In a rapidly changing, confusing world, citizens trust in public administration. The government persists in its role as care-taker for society.*

## Society and context

Individual mentality

Ageing society

Social divide (education, income)

Protectionism of economy

Failure of Europeanization

Mobility in Europe

Intensive international tensions

## Government

Less protection of privacy

Trust in government

No interest in decision-making

No transparency within the decision-making process

Private parties are excluded from the service delivery process

## ICT

Security measurements

Development of technical standards for identity management





# Gap analysis methodology

# Gap analysis methodology

Project Phase 1:  
State of Play

Project Phase 2:  
Scenario Building

**Step 1:**

Identify commonalities and analyze weaknesses

**Step 2:**

Identify topics of interest mentioned in the scenarios but not in the state of play

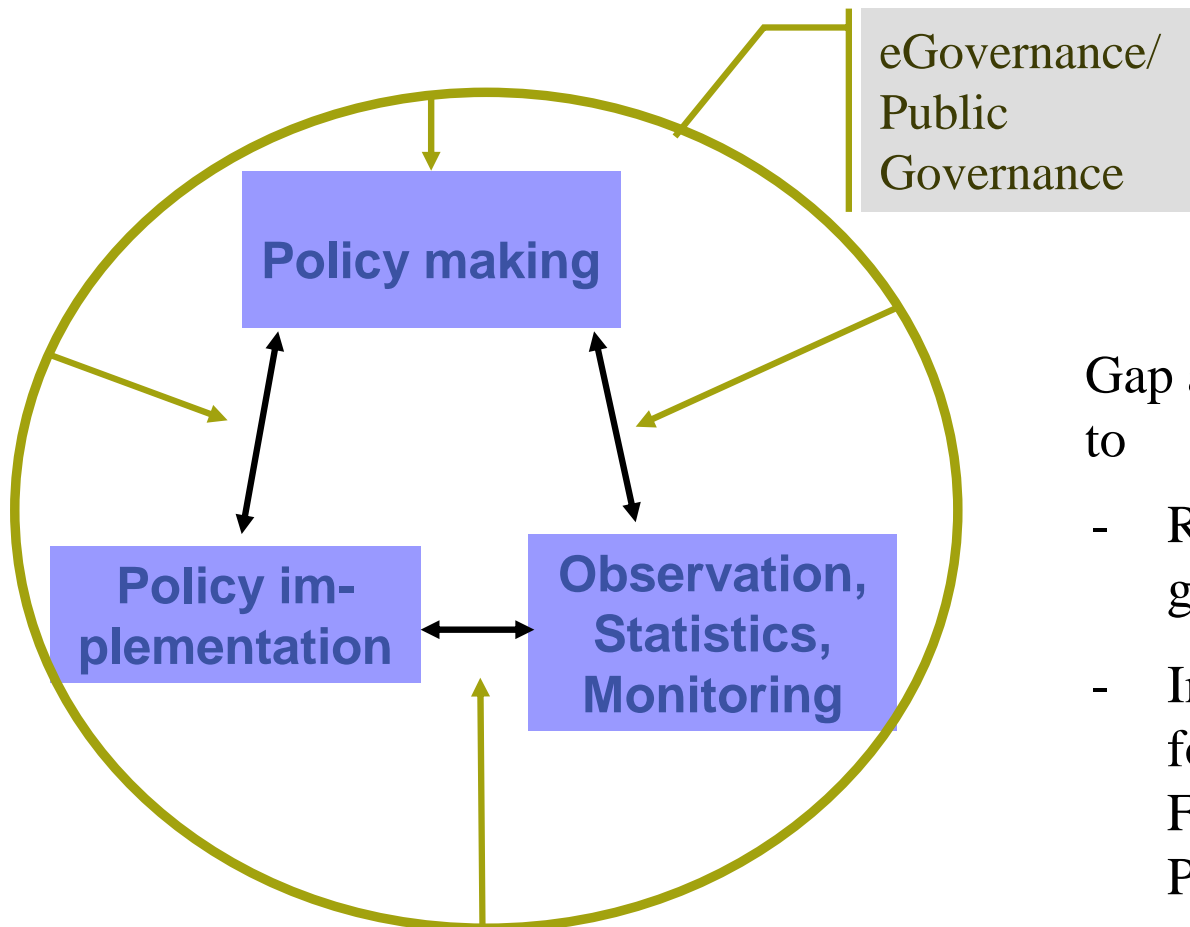
**Step 3:**

Assess topics of interest according to their relevance  
(governance: policy formulation, execution and enforcement)

**Step 4:**

Develop story lines from the identified gaps  
in respect to the scenarios

# Governance cycle as basis for the assessment of impact and relevance



Gap assessment according to

- Relevance towards governance cycle
- Importance / Impact of aspect for Legislation, Executive Forces and/or Judicative Power

# Short description of research gaps I



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## ■ Gap 1 **Lean Government**

- The conditions for efficient sub-contracting (outsourcing) to private sector with respect to general interest service requirement is a major issue. Research aiming at comparative legal and policy analysis could be useful as well as research on cooperation between private organisations and government
- Lack of studies about the efficiency of the cooperation through these Public-Private Relationships structures. Studies needed for the comparative analysis in various member states of such partnership's
- Research is needed to identify and set up a portfolio of services which assess their potential for outsourcing and those which must be provided by governments.

## ■ Gap 2 **Incident Politics**

- The missing technologies for full automation of public-services have to be created as well as the solutions for some legal, social and ethical problems (e.g. privacy, security, etc.) have to be found. Full automation could help to solve the problem of increasing bureaucracy, but the ways how to re-qualify and re-use the free human resources must be found, contrarily there will be a huge bureaucratic resistance to front- and back-office reengineering. The software tools for the transparent political decision-making must be implemented

## ■ Gap 3 **Competition among nations**

- Lack of knowledge concerning the role of eGovernment policy and eGovernment services quality in the decision of citizens and companies to select a national government. The gap is related to the problem of identifying how ICT can help a government improve its attractiveness to citizens and organisations.



# Short description of research gaps II



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- **Gap 4 Competition among regions**
  - Lack of knowledge concerning the role of eGovernment policy and eGovernment services quality in the decision of citizens and companies to select a regional government. The gap is related to the problem of identifying how ICT can help a government improve its attractiveness to citizens and organisation.
- **Gap 5 Transparency**
  - The need to understand better what are the conditions of access and use of these data so that the rights of citizens and organisations guarantee by law can be protected and enforced . Also how government can in a legitimate way use ICT to provide services which add value the public data.
- **Gap 6 New Types of Governance**
  - Improving the supply of general interest services in a transparent way to citizens and companies including when activities are crossing national state borders. Research on how to imbed knowledge based application and models in eGovernment application to provide better services to the citizens and companies is highly useful.
  - A better understanding of new types of governance mechanisms enabled by ICT is necessary to deploy shared services in public service networks.



# Short description of research gaps III



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## ■ Gap 7 **Government Network**

- In order to achieve government system's integration and virtualization which enable creating one single access point, development and research programs should be further focused on defining, enabling cooperation among private and public agencies.

## ■ Gap 8 **Information and Knowledge Management**

- Lack of efficient information and knowledge management tools promoting and supporting citizens and companies to operate eGovernment services.

## ■ Gap 9 **ICT as driver**

- There is a lack of integrated research before, whilst and after the implementation process of new and innovative ICT to prevent and avoid misplaced investments and ensure quality standards of the implemented system.



# Short description of research gaps IV



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- **Gap 10 Ubiquitous systems**
  - Integrated research is needed to identify opportunities to merge the deployment of different ICT for government modernization purposes, particular at the back-office to increase efficiency and at the front-office regarding multi-channel access and eInclusion issues.
- **Gap 11 eParticipation**
  - Lack of research concerning media competencies citizens will need to participate in policy formulation and decision-making process, and the deployment of ICT to support decision-making.
  - Lack of technical research concerning ICT dependency.
- **Gap 12 One European identity & Worldwide Identification/authentication & use of Biometrics**
  - further development and research programs focused on establishing one European identity system
  - Unique identification and authentication for all needed services are offered by chip technology in all areas of life.
  - future research and development programs should be focused on usage of chips and biometrics data in worldwide identification. Also, relating worldwide identification, privacy is becoming very important issue in the future.



# Short description of research gaps V



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- **Gap 13 Automatic monitoring and enforcement**
  - Automating monitoring for data collection and enforcement would be important future research topics. It is closely connected to privacy issues and remote monitoring dimension. In order to provide automatic judgment, intelligent judgment, control over information gathering and use, monitoring for data collection and decision making more research is needed in this field for the future.
- **Gap 14 Ontology and Semantic Web**
  - Common European eGovernment ontology and agreed European eGovernment glossary are not established. Common specifications for semantic interoperability are claimed in as being needed for instance through a regular eGovernment service terminology and service information model.
  - In regard to globalization, a need and likely a successful development of automatic translation machines will progress, which will help to bridge the distance between people speaking different languages. For assuring this, more research is needed to be focused in this field.
- **Gap 15 Crisis Management**
  - Lack of knowledge concerning the identification of critical situations with high impact on people life, health and property with huge economic and ethical consequences . The same is true concerning the impact on organisations . How ICT can contribute to detect , prevent and help government manage these situations.
  - Lack of knowledge on how different national and/or regional governmental agencies can better be coordinated in a efficient way using ICT system when natural disasters occur.



# Short description of research gaps VI



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- **Gap 16 Problems with social security and pensions**
  - Lack of knowledge concerning the evaluation of the efficiency of these services and lack of development of pan-European eGov services concerning the basic three public services: health care financing, state pension, state support for unemployed.
  - Lack of research about the psychological, societal, legal, institutional and economic aspects of using ICT to balance between security control and privacy protection
- **Gap 17 Intellectual property**
  - Lack of regulation according to the deployment of ICT regarding the access to and use of data, in particular intellectual property .
- **Gap 18 Globalisation**
  - Research is needed to identify and develop business models which cover the challenges eGovernment will face if Europe citizens continuing to become more mobile and the Europeanization will raise, and Globalisation will continue.





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# Short description of research gaps VII

## ■ Gap 19 **Cyber wars and crimes**

- Distrust in eMoney and raising occurrence of cyber crime result in needs for additional information and data security for eGovernment infrastructures
- develop concepts, methods and tools to detect and counteract corruption, crime and terrorism activities taking e.g. place via the Internet or being prepared via the Internet
- need for cooperation and networking information security policies on at least EU level
- focus on related domains like psychological, societal, institutional, legal or economic aspects which can prevent eCrime

## ■ Gap 20 **Virtual borders and citizenship**

- No research deal with issues like: What is virtual citizenship? What kind of virtual borders exist already and will come into existence? How will those virtual borders affect citizenship.

## ■ Gap 21 **Changing public values**

- The scope of public values research need to be expanded. Combining sources by different types of agencies situated in different (EU) countries and the relationship with public values is not explored yet.
- Public values vary from country to country which makes comparison difficult.
- Public values change over time which make new type of services possible, for example related to monitoring.
- Privacy protection is sometimes subordinated to the public welfare and fight against terrorism and might be considerably different from how they are now.



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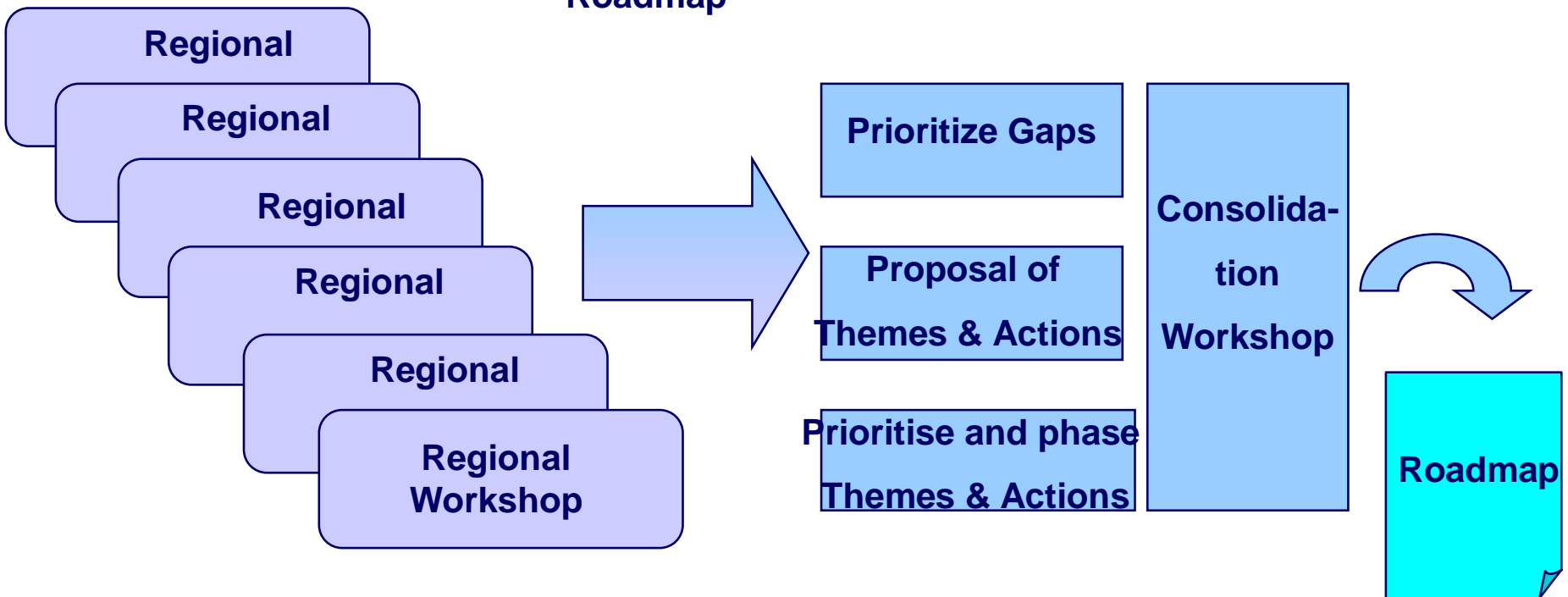
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# Roadmapping methodology

## Roadmap



# Group Discussion Agenda (I)



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<b>Introduction</b>	5 Min.	Introduce each other in the group
<b>Explain the expectations</b>	10 Min.	Moderator explains the expectations in detail and group members can ask open questions
<b>Assessment of the scenarios and gaps</b>	25 Min.	Discussion and assessment of final eight scenarios and the list of gaps (using the table template),
<b>Individual brainstorming</b>	15 Min.	Everybody writes down her/his proposed research topics on paper (up to 4 research topics for each gap)



# Group Discussion Agenda (II)



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<b>Individual brainstorming</b> (cont'd)	20 Min.	Cluster similar research topics, find a common title for similar research topics; Participants explain and clarify their research topics and the reasons; Every participant ranks the most important research topics which should be supported by research measures (actions)
<b>Group Discussion</b>	15 Min.	Everybody writes down on paper her/his proposed actions for the highest ranked research themes (up to 4 actions for each gap)
	15 Min.	Cluster similar actions, find a common title for similar actions; Participants explain and clarify their actions and the reasons
<b>Summary and Preparation of Presentation</b>	15 Min.	A group member presents the results (should not be the facilitator!)





eGov RTD

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# Grouping of participants

## Group 1:

Participants are interested in, and have good knowledge on government business and public management

### Issues to be discussed:

- Lean Government
- Incident Politics
- Competition among nations
- Competition among regions
- Transparency
- New Types of Governance
- Government Network

## Group 2:

Participants who are interested in, and have a good knowledge in technology and eGov applications

### Issues to be discussed:

- Information and Knowledge Management
- ICT as driver
- Ubiquitous systems
- eParticipation
- Unique European ID & authentication
- Use of Biometrics
- Automatic monitoring and enforcement
- Ontology and Semantic Web

## Group 3:

Participants who are interested in, and have good knowledge in the interaction of Government with context (e.g. society, economics)

### Issues to be discussed:

- Crisis Management
- Problems with social security and pensions
- Intellectual property
- Globalisation
- Cyber wars and crimes
- Virtual borders and citizenship
- Changing public values



# Group arrangements



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## Group 1:

Participants who are interested in and have good knowledge on government business and public management

**Facilitator:**  
Giampaolo Amadori

**Group members:**

## Group 2:

Participants who are interested in and have good knowledge on technology and eGov applications

**Facilitator:**  
Cristiano Codagnone

**Group members:**  
Sergio Conte

## Group 3:

Participants who are interested in and have good knowledge about the interaction of Government with context (e.g. society, economics)

**Facilitator:**  
Maria Wimmer

**Group members:**  
Fiorella de Cindio  
Marcella Corsi  
Emanuela Divini  
Federico Rappelli



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# eGovRTD2020 Workshop: Roadmapping eGovernment 2020



Contract no: IST-4-27139

9:30 – 9:40	Giampaolo Amadori, EIPA-CEFASS: Benvenuto e Introduzione
9:40 – 10:20	Maria Wimmer, Università di Coblenza e Project Manager del Progetto eGovRTD2020: Presentazione degli Scenari al 2020 e dei Gap
10:20 – 10:30	Discussione e richiesta di chiarimenti
10.30 – 10:45	Cristiano Codagnone, Università di Milano: Introduzione del lavoro di gruppo: metodologia di roadmapping e compiti per i gruppi (5 persone per ogni gruppo)
10:45 – 11:00	Coffee break
11:00 – 13:00	Discussione nei gruppi per valutare degli scenari e dei gaps e per elaborare misure e sfere di attività per la ricerca sull'eGovernment nel futuro
13:00 – 14:00	Pranzo e discussione informale
14.00 – 15:30	Presentazione dei risultati dei gruppi di lavoro
15:30 – 15:45	Coffee break
15:45 – 16:45	Discussione delle Roadmap e consolidamento risultati
16:45 – 17:00	Chiusura dei lavori





**Grazie mille per la Vostra  
contribuzione!!!**

**Il consorzio eGovRTD2020.  
<http://www.egovrtd2020.org/>**

**Risultati del Roadmapping saranno a disposizione da meta  
febbraio 2007**