5th Ministerial eGovernment Conference 2009

Conference Proceedings

Teaming up for the eUnion

**5TH MINISTERIAL
eGOVERNMENT CONFERENCE
MALMÖ, 19-20
NOVEMBER 2009**

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European Commission
Information Society and Media

Teaming up for the eUnion

5th Ministerial eGovernment Conference

Malmö, 19-20 November 2009

Conference Proceedings

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European eGovernment Awards Consortium partners:

Introduction

The 5th Ministerial eGovernment Meeting and Conference took place at the Malmö Exhibition and Convention Centre from 18-20 November 2009. It was one of the major events of the Swedish EU Presidency and included an agreement on a Ministerial Declaration by ministers responsible for eGovernment, a comprehensive conference programme and an exhibition of 52 eGovernment Awards finalists.

More than 1,000 delegates and high-level speakers representing Member States, EFTA and candidate countries, the European Commission, and international and regional organisations such as the United Nations and the OECD, leaders of the ICT industry and its main organisations including DIGITALEUROPE, as well as academics and others met in 22 sessions to discuss topics of particular interest to actors in the field of eGovernment. This event was the fifth in a series, following Brussels, Belgium in 2001, Como, Italy in 2003, Manchester, UK in 2005 and Lisbon, Portugal in 2007.

Over these eight years, there have been huge developments in the importance and impact of eGovernment across Europe and the world. In 2001, the focus was on what Commissioner Liikanen called "getting people online, not in line". This emphasis on the automation of service delivery led to the early creation of key eGovernment services in priority areas such as tax and customs. By 2003, the priorities in Como had matured to the consideration of how eGovernment could obtain key political commitment and thus contribute to competitiveness, cooperation and a better life for European citizens. The major shift in emphasis in 2005 was transformation of the way government works in delivering services to citizens, placing citizens at the heart of the construction of eGovernment, rather than at the receiving end of services designed with the administration in mind. By 2007, the focus was on better public services for growth and jobs, participation and transparency, social impact and cohesion and effective and efficient administration, with particular emphasis on the local and regional level.

The 2009 conference marked a turning point in eGovernment in Europe, with the commitment by EU ministers (supported by the European Commission) to develop more customised and accessible online services. More and more services in Europe are now highly sophisticated, with many countries now moving towards barrier-free services. Ministers agreed on four main political priorities for eGovernment up to 2015:

- **Empowering citizens and businesses** by opening up the doors of government to connect people in new and innovative ways.

- **Reinforcing mobility and reducing the barriers** for businesses to operate across borders through the Single Market and for citizens to study, work, reside and retire anywhere in the European Union.

- The efficiency and effectiveness of public administrations need strong, continued focus so that back offices are joined up and are able to **deliver more for less**.

- Implementation of the policy priorities through use of appropriate **key enablers** and legal and technical preconditions.

Day one of the conference

Day one of the conference, on Thursday 19 November, was characterised by plenary and parallel sessions, the presentation of the Ministerial Declaration and, at the end of the day, the announcement of the European eGovernment Awards, with prizes presented to the winners.

The plenary sessions and the Awards ceremony were moderated by Richard Wilson, Director and Founder, Involve and Karin Gavelin, Consultant / Project Manager, Involve".

In the opening sessions (PL1 & 2), the Swedish Minister for Local Government and Financial Markets, **Mats Odell,** highlighted the opportunities and importance of using eGovernment as a bridge between government and citizens. European ministers responsible for eGovernment are committed to building these bridges together to achieve a sustainable knowledge society by 2015 and deliver benefits to citizens, business and public authorities. He presented the

Mats Odell and Siim Kallas

2009 Ministerial Declaration, outlining the main features of this joint vision for reforming Europe through eGovernment. European Commission Vice-President **Siim Kallas** pointed to a clear progression from the Manchester 2005 and Lisbon 2007 declarations and highlighted the need to focus on empowering users, recognising the importance of civil society in creating new types of services that are personalised and user-driven, as well as getting citizens involved in the policy process. On behalf of the European ICT industry, **Bridget Cosgrave,** Director General of DIGITALEUROPE, welcomed the commitments being made by ministers, pointing out that their ambitious objectives will help position Europe as a global leader and support the export of user-friendly and effective cross-border applications. .

During the session on **Boosting the Single Market through Next Generation eServices** (PL3), participants considered the opportunities offered by new services to increase the flexibility of administrations, the mobility of patients in Europe, the importance of local and regional authorities in eGovernment, and the need for security and reliability in eGovernment services. The final session of the morning (PL4), **Teaming Up For the eUnion**, focused on how European countries need to work together if they wish to achieve lasting prosperity and how eGovernment plays a vital role in improving the efficiency and effectiveness of governments and supporting social and political integration by including more citizens and businesses in governance processes.

The four afternoon parallel sessions were as follows:

- PS 1: eProcurement – Opening Doors to Cross-Border Trade
- PS 2: Research on ICT for Governance and Policy Modelling
- PS 3: Greening Government – Teaming Up For a Sustainable eUnion
- PS 4: The Services Directive – Making Life Easier for Entrepreneurs

In his keynote presentation (PL5), **Don Tapscott** provoked, stimulated and entertained the audience with his presentation on *Rethinking Government and Democracy for the Digital Age.* ©

The power and potential of the re-use of public information was discussed during the plenary session entitled **The Power of Information** (PL6), whereas **Engaging the eUnion Citizens** (PL7) encouraged participants to consider the issues regarding how best to actively and beneficially interact with Europeans and included examples of how and how not to do this. In the final event on day one (PL8), the winners of the **European eGovernment Awards 2009** were announced.

Plenary 1: Welcome and Formal Opening

Speakers:

- **Mats Odell**, Minister for Local Government and Financial Markets, Sweden
- **Siim Kallas**, Vice-President, European Commission

Session Summary:

Mats Odell formally welcomed more than 1,000 delegates from around the world to Malmö for one of the biggest events to be held under the Swedish Presidency. He observed that, just as the bridge between Malmö and Copenhagen had brought huge benefits locally, so eGovernment could be a bridge between government and citizens. He stated that the European ministers responsible for eGovernment were committed to building these bridges together to achieve a sustainable knowledge society by 2015 and deliver benefits to citizens, business and public authorities. He urged delegates to share their thoughts and views about the event on Twitter (#egov2009).

Mats Odell

Siim Kallas

Siim Kallas noted that the event marked a turning point in eGovernment in Europe. He stated that more and more services in Europe were now highly sophisticated, with many countries making significant progress in recent years. Countries were now moving towards barrier-free services, and this event illustrated practical steps and fully functional examples from which everybody could learn and be inspired.

Plenary 2: Malmö Ministerial Declaration and Industry Declaration

Speakers:

- **Mats Odell**, Minister for Local Government and Financial Markets, Sweden
- **Siim Kallas**, Vice-President, European Commission
- **Bridget Cosgrave**, Director General, DIGITALEUROPE

Session Summary:

The Italian, United Kingdom and Portuguese EU presidencies saw the approval of ministerial declarations that laid the foundation for the i2010 eGovernment Action Plan, inspiring cooperation between Member States and fostering progress in eGovernment on the European level. **Mats Odell** outlined the main features of the 2009 Ministerial Declaration as a joint vision for reforming Europe through eGovernment. The declaration marked a turning point in recognising that governments need to open up to all interested actors, be they businesses, citizens or civil society, to develop modern, flexible and dynamic services that really serve the needs of Europe going forward to 2015. However, he also stressed that the declaration was not just a lofty vision, as it needed to be translated into a practical roadmap that prioritises a series of concrete actions, which Member States could agree to implement together with the European Commission. This would focus on three political priorities. First**, empowering citizens and businesses, by opening up the doors of government to connect people in new and innovative ways.** This would involve re-examining the nature of public services focused on a user-centric, flexible and personalised approach including everyone. It would mean bringing down the barriers, increasing collaboration and re-using public sector information by making it available for others. Second, **reinforcing mobility and reducing the barriers for businesses to operate across borders through the Single Market.** It should be just as easy to move around Europe as it was to move around one's own country. The legal rights to do so were in place, but innumerable barriers made it very difficult to do so in practice. Third, **the efficiency and effectiveness of public administrations required strong, continued focus to ensure that back offices are joined up and able to deliver more for less.** Overall, a lot needed to be done by 2015 through the joint efforts of all Member States in close cooperation with the European Commission.

In response, **Siim Kallas** strongly welcomed the declaration and congratulated the ministers on their work, pointing to a clear progression from the Manchester 2005 and Lisbon 2007 declarations. He committed the European Commission to do its part to assist in coordinating the efforts of the Member States in approving a 2015 eGovernment Action Plan during 2010. The key focus would be on empowering users through recognising the importance of civil society in creating new types of personalised and user-driven services, as well as getting them involved in the policy process. It was necessary to create new governance ecosystems involving all actors which did not stop at national borders. Pan-European interoperability and secure electronic identification were thus key enablers that still needed to be vigorously pursued, resulting in new types of eGovernment services that were personalised, flexible and increasingly involved those who would use them. To succeed in this, strong political support was needed, as well as support from citizens and industry.

 Finally, **Bridget Cosgrave**, speaking on behalf of the European ICT industry, added her strong support to the declaration. Representing 10,000 businesses, both multi-nationals and SMEs, as well as over 2 million employees, she welcomed the commitments being made, stating that such a shared vision was good for the Single Market. Through its ambitious objectives, the declaration would help position Europe as a global leader and support the export of user-friendly and effective cross-border applications. The declaration was therefore welcomed because the Single Market would bring huge economies of scale benefits, but also as it would promote new types of cross-border services that will improve the daily lives of people. Both were good for European industry.

Research funding would also be important, and this needed to be continued and stepped up. She stressed the importance of technical enablers such as broadband, interoperability, the cloud, business intelligence and Web 2.0. However, she also reminded the audience that non-technical enablers such as eSkills, change management, political leadership and a pan-European eID legal framework were absolutely essential. In conclusion, she recognised the good progress already made but underlined the importance of continuing to invest in eGovernment, as well as starting to benchmark globally in addition to doing so across Europe.

Bridget Cosgrave

Plenary 3: Boosting the Single Market through Next Generation eServices

Speakers:

- **Francisco García Morán**, Director General for Informatics, European Commission
- **Karin Johansson**, State Secretary, Sweden
- **Luc Van den Brande**, President, Committee of the Regions
- **Martin Schallbruch**, Chief Information Officer of the German Federal Ministry of the Interior and Deputy Chief Information Officer of Federal Government, Germany

Session Summary:

The European Union and its Member States have made great progress in creating the Single Market. This is a historical achievement. However, to further foster growth and social cohesion, the Single Market needs to be consolidated and adapted to the changing requirements of the global economy. Old organisational structures prevent European government administrations from working effectively with each other. More also needs to be done to increase the mobility of citizens and businesses across Europe, in particular by removing administrative barriers. Speakers in this plenary session addressed the opportunities offered by new technologies and services to increase the flexibility of administrations, the mobility of patients in Europe, the importance of local and regional authorities in eGovernment, and the need for security and reliability in eGovernment services.

Francisco García Morán stressed the need for cooperation between public administrations across Europe. He focused upon interoperability as a key priority in the ISA Programme, as well as the barriers to change, particularly different social and cultural ways of doing work in public administrations across Europe.

Karin Johansson highlighted a report on eHealth in six EU Member States prepared by the Swedish Presidency which revealed the potentials for eHealth issues and briefly described the epSOS (Smart Open Services for European Patients) Large Scale Pilot (www.epsos.eu).

Luc Van den Brande highlighted the importance of local and regional authorities in implementing eGovernment in the European Union. He stressed the need for a multilevel approach, consisting of partnerships across society, noting that regional and local authorities would be able to stimulate new services and opportunities for investment. He highlighted the importance of the role of the EGTC (European Grouping of Territorial Cooperation) in providing an insight into how synergies could emerge.

Martin Schallbruch provided a series of examples to show how trusted services can be developed and potentially used across Europe, including how a secure e-mail service could be provided to all citizens and service providers and an overview of the German identity card.

In the discussion that ensued, the idea of the European Union as a platform to enable citizens and businesses to develop their own solutions was raised.

Martin Schallbruch mentioned that the expectation from the eGovernment discourse had changed to providing infrastructural services. Issues relating to legal challenges were also raised. The challenge of synergising fast-paced technological developments with legal frameworks from 27 different EU Member States was highlighted by the moderator, Richard Wilson. The speakers closed the session with a call for a coherent approach to eGovernment developments to deal with many of the challenges ahead.

Francisco García Morán

Plenary 4: Teaming up for the eUnion

Speakers:

- **Mats Odell**, Minister for Local Government and Financial Markets, Sweden
- **Aart de Geus**, Deputy Secretary General, OECD
- **Matthew W. Barzun**, Ambassador, US Embassy, Sweden

Session Summary:

The financial and economic crisis has shown once again the need for European countries to work together if they wish to achieve lasting prosperity. The recent crisis is a global phenomenon that no country can tackle on its own. The European Single Market has been an essential stabilising force, the functioning of which has relied increasingly on the integration of ICT in the workings of government administrations. eGovernment has played a vital role in improving the efficiency of governments throughout Europe. It has also supported social and political integration by including more citizens and businesses in national and European governance processes.

Aart de Geus outlined the relevance of eGovernment as a common language among all public actors. Specifically, a good public governance framework could be identified by following the Itari principles of integrity, transparency, accountability, responsiveness and inclusiveness. Only by following these principles and tightening cooperation among governments would it be possible to reap the benefits of eGovernment as a fundamental tool to help economic recovery. He concluded that eGovernment was not for technicians, but for all those interested in re-thinking public sector capacity to provide services.

Matthew W. Barzun used a very effective analogy with driving a car to demonstrate what engagement means to focus energies in the right direction. This analogy, along with the real experience gained during President Obama's electoral campaign, demonstrated that only an appropriate approach towards moving the metrics, lowering barriers and raising expectations could really support engagement and finally success. This was the formula that he suggested for eGovernment as a way of utilising all the energies involved in order to get out of the crisis.

Mats Odell underlined two main principles to underpin the way ahead: engagement in eGovernment is particularly necessary in Europe, where the union is among sovereign states and therefore technology can really represent a step ahead for a federal union; and eGovernment has to be the way to substantially reduce bureaucracy and increase capacity to produce, sell, and develop economies.

Parallel session 1: eProcurement – Opening Doors to Cross-Border Trade

Speakers:
- **Jacques Barrailler**, Director, State Procurement Agency, France
- **André Hoddevik**, Project Manager, PEPPOL, Agency for Public Management and eGovernment, Norway
- **Carola Gunnarson**, First Vice President, Swedish Association of Local Authorities and Regions, Sweden
- **Arnaldo Abruzzini**, Secretary General, EUROCHAMBRES

Chair:

Fernando de Pablo Martín, General Director for the Promotion of eGovernment, Ministry of the Presidency, Spain

Session Summary:

The chairman, **Fernando de Pablo Martin**, presented the perspective of a joint European Union approach to eProcurement, reminding the audience that the Manchester eGovernment Ministerial Declaration proposed that all public administrations were to be capable of carrying out 100% of procurement electronically and that 50% above the EU threshold must be done by 2010. With public procurement estimated to be worth 16% of EU GDP, offering savings of up to 5% on public expenditure plus 50-80% on transaction costs for buyers and suppliers, this continued to be a high-priority area.

Jacques Barrailler addressed the establishment of a European eProcurement platform from a French and European perspective. He emphasised that electronic procurement provided a structure for modernising government for a number of reasons, including easing access to tenders through internet alerts, increased scale (national and European level) and time saved (download and upload documents), as well as increased interaction between both parties. He proposed breaking with the past and encouraged SME take-up by emphasising the economic benefits. He also highlighted a number of obstacles for SMEs, in particular the fact that eSignatures were not anchored in current practices, the multitude of procurement platforms, cross-border barriers such as languages and lack of mutual recognition of eSignatures and eIDs. He concluded by emphasising that Europe was still in the start-up phase vis-à-vis the eProcurement process and that Europe must put intentions into practice.

André Hoddevik presented the Pan-European Public eProcurement On-Line project (PEPPOL, funded by CIP ICT PSP), which aims to set up a pan-European pilot solution that, together with existing national solutions, facilitates EU-wide interoperable public eProcurement. He presented the PEPPOL vision of ensuring that any company (including SMEs) in the EU can communicate electronically with any governmental institution within the EU for all procurement processes. To achieve these objectives, PEPPOL does not seek to replace national solutions, but aligns with common European standards while linking these through a common interoperability infrastructure. Upon completion, the project will deliver implementation support for connecting national eProcurement solutions to the PEPPOL infrastructure and ensure that the results of the CEN WS Business Interoperability Interfaces in Public Procurement in Europe (CEN BII) is implemented. In addition, a methodology to encompass all Member States will be made available together with demonstrator software, implementation support and funding, thus forming a starter kit that can fulfil the i2010 target of 100% availability of eProcurement solutions in Europe.

Carola Gunnarson presented the Swedish eProcurement experience of Single Face To Industry (www.sfti.se), a joint programme founded in 1995 by the government and SALAR (Swedish Association of Local Authorities and Regions) for developing and recommending standards, harmonisation of legislation, and technical support, guidelines, education and awareness activities. Governmental authorities have been receiving, processing and sending eInvoices since 1 July 2009 and have now added eOrdering and eTendering. Today, some 30% of the

municipalities and 50% of the county councils (i.e. regions) have introduced eProcurement. More than 50% of the municipalities and county councils now use eInvoices and common eTender and evaluation processes. To increase eProcurement use and optimise benefits, the speaker highlighted the need to support organisations in their implementation and increase the level of standardisation in procurement processes to reduce costs. Moreover, she noted that incentives were needed for SMEs to make their processes more efficient and enter new markets while simultaneously improving the user-friendliness of available Internet-based solutions. In order to increase cross-border trade in Europe and thus facilitate the Single Market, she emphasised the need to harmonise legislation and have common infrastructure for the transportation of electronic messages, standardisation and implementation of reasonable requirements for IT security. She concluded by referring to a number of recommendations enabling cross-border trade, including cooperation for harmonised legislation, supporting standardisation activities and participation in cross-border pilot tests, promoting eProcurement for SMEs, and political commitment.

Arnaldo Abruzzini, speaking from an end-user perspective, highlighted the need for political commitment and willingness to implement eProcurement, in particular at a local and regional level. This was important, in his view, since interoperability was often not ensured between local entities and even less likely to be in place on a cross-border basis. He highlighted the opportunities provided by eProcurement for transactional and archival transparency but stressed that much still had to be done in Europe to guarantee both types of transparency. He subsequently underlined the slow eProcurement acceptance rate by SMEs compared to other Internet-based solutions due to concerns in terms of equipment, skills, cost and reliability. He suggested that cross-border eProcurement did not yet exist and, in many countries, eSignature, virtual company dossier and eInvoicing were not in place, while eArchiving continued to be in its early stages. For this reason, EUROCHAMBRES closely followed the development of the PEPPOL project to implement cross-border eProcurement and urged Member States to give full political support to the implementing consortium. He also presented the cross-border www.chambersign.com service developed by EUROCHAMBERS, which provides end-users (companies) with the technical infrastructure required to send and receive tenders instantly for customers that have not yet acquired an electronic procurement system. He concluded by stating that the EU had already developed the legal framework necessary for deploying electronic procurement; but, in order to really encourage and foster the Single Market, organisational reforms and perhaps even policy incentives were necessary to promote the use of technology, especially for cross-border procurement.

Parallel session 2: Research on ICT for Governance and Policy Modelling

Speakers:

- **Munir Ismet**, Vice President, EMEA Public Sector and Education, Oracle
- **Andy Mulholland**, Global Chief Technology Officer, Cap Gemini
- **Michael Witbrock**, Chief Executive Officer, Cycorp Europe
- **Anthony D. Williams**, Founder and Chief Executive Officer, Anthony D. Williams Consulting, Canada

Chair:

Anabela Pedroso, President, Agency for Public Service Modernisation, Portugal

Session Summary:

In this session, four speakers with different approaches to the needs for eGovernment research in the future provided an overview of their opinions on the challenges for future governance models. **Anabela Pedroso** opened with the commonly accepted observation that citizens are now more aware and want to have greater involvement in policy issues. She raised the issues of co-creation of services alongside citizens and crowd-sourcing of policy problems to seek out better solutions. These appear to be the future of eGovernment, but wanted to know how to get from these ideas and discussions on the issues to concrete solutions.

Munir Ismet focused upon the role and form of government. He raised a number of points relating to the following question: what are governments doing wrong today and what are we trying to do to overcome some of these problems? He stressed that governments focused primarily on how to improve services without new taxes and suggested that IT provided the only economically feasible way of reducing costs. In addition, an eGovernment of the future should have citizens at its heart, and they should have contact with government only at a single point.

Andy Mulholland raised the point that Google and YouTube were based on different business models to those traditionally accepted in the business world. He noted that there had been a shift from resource owners to individual owners. The legal environment currently in operation was designed to deal with large resource owners, and yet the trust model, dominant in today's Web 2.0 world, was written and executed between individuals, and not between faceless and amorphous institutions. He concluded that benchmarking needed to be further developed to examine the measurement of use and not just provision.

Michael Witbrock stated that the world was becoming far more complex with the advent of computing. It had reached the point whereby we were unable to run our systems on our own without computers to support us. With the progressive move to freeing up data, many more potentials for manipulation were becoming apparent. This should also provide more opportunities to develop tools that could help the public sector, as well as individuals, in their dealings in the complex systems of today.

Anthony Williams highlighted some of the trends noted in his co-authored book entitled "Wikinomics". Firstly, he noted that there had been a fundamental change in the way we compete: new models of mass collaboration allowed us to tap into larger pools of talent. Secondly, Williams highlighted that society and the interactions between individuals were changing: the New Generation was built on the new fabric of connectivity. He provided some examples to prove his point. Williams finished with the following fundamental question: do we have to rethink the fundamental basis of geography?

In the discussion that ensued, Michael Witbrock suggested that if everything were to become collaborative, we could soon get crowd-sourcing fatigue, and proposed that we use computers to learn from our decisions and then let them take over. This was linked to the principle that we humans don't do anything that we don't have to do. Andy Mulholland reacted by stating that technology gave us the gun, and society gave us the responsibility not to

shoot each other. He noted that the principal challenges facing us today resulted from our focus on resource-driven activities. Finally, each presenter was asked to describe what he or she hoped government would become. The responses all focused on improvement of services and quality of life.

**Munir Ismet, Andy Mulholland, Michael Witbrock,
Anthony D. Williams and Anabela Pedroso**

Parallel session 3: Greening Government – Teaming Up For a Sustainable eUnion

Speakers:

- **Jonas Kjellstrand**, Senior Strategic Adviser, Gartner Consulting, Sweden
- **Sten Nordin**, Mayor of Stockholm, Sweden
- **Bill McCluggage**, Deputy Chief Information Officer, UK Cabinet Office, United Kingdom
- **Paul D. Bell**, President, Dell Global Public Sector

Chair:

Uffe Toudal Pedersen, Permanent Secretary, Ministry of Science, Technology and Innovation, Denmark

Session Summary:

Climate change has become a reality. It represents one of the greatest challenges facing the world today. In its Fourth Assessment Report (2007), the Intergovernmental Panel on Climate Change (IPCC) predicted that, unless action is taken, the average global surface temperature could rise by 1.8 – 4 C this century, which would have serious consequences for life on earth.

Uffe Toudal Pedersen reminded the audience that the COP15 Climate Summit would be taking place in Copenhagen in December, and that paragraph 19 of the Ministerial Declaration set out that governments should use ICT to support efforts in reducing carbon emissions. He made the distinction between two types of activity: reducing the carbon footprint of ICT and using ICT to reduce the carbon footprint. ICT had a significant carbon footprint, estimated in 2008 at 2%, and many organisations were already taking action to address this. However, he pointed out that ICT was also a major enabler and that we could reduce our carbon footprints through smarter use of infrastructure and devices.

Jonas Kjellstrand discussed technology and the role of government in innovation in a wider sense. He noted that there had been tremendous technological development over the past 200 years, making us more efficient and wealthier. Nevertheless, it was estimated that, if we continued business as usual, by 2050 we would start to see genetic impacts from the level of CO2 emissions. He stated that we knew we could be more energy efficient on the supply side, but we also needed to reduce demand. We also had to understand the "environmental ratchet effect": one cannot unscramble an egg or re-freeze the icecap. It was necessary to put our heads together to figure out how governments could lead in lessening our impact without affecting our lifestyle. He proposed three steps, or orders, for the role of IT in a responsible economy: 1st order – make IT more energy efficient, e.g. reduce its own footprint; 2nd order – use IT to reduce other environmental footprints, e.g. travel substitution; and 3rd order – large-scale long-term socio-economic structural change affecting energy productivity, e.g. by tracking cell phone traffic, smart transport systems can reroute traffic to avoid traffic standstill. He observed that governments needed to show leadership, collaboration, cooperation and innovative behaviour. They should run small experiments and explore and identify promising practices. Once these were seen to be right, they should be scaled up and shared.

Sten Nordin highlighted the key role cities play in our economic growth. He noted, however, that they also brought challenges. Cities were responsible for 75% of CO2 emissions (traffic, noise, waste, etc.). They were also large consumers of non-renewable resources. He contended that considering the environment was not an obstacle to European growth, but growth was a prerequisite to successful sustainable urbanisation. In Stockholm, the citizen was the focus. ICT was used to link to the citizens, empowering them and giving freedom of choice. Stockholm had used ICT to create a green capital (Stockholm is the European Green Capital for 2010). Clear strategies for eServices and green ICT were necessary. For example, in Stockholm, property heating, transport

and electricity use could all be made substantially more efficient through better use of ICT. Europe (and the world) needed clear targets, long-term commitment and willingness to collaborate to make this a reality. eService was changing the citizen dialogue and the way in which we conduct business, moving money from administration to front-line services. This agenda was not for the ICT department; it was for senior managers and politicians to use ICT as a tool for change.

Bill McCluggage stated that, in the UK, environmental sustainability was considered essential, not an option. The UK Government had published an action plan for greening ICT in 2008 and had just published metrics on progress and how the UK tracks the greening ICT performance of its organisations. It was essential to be efficient, sustainable and responsive. There were opportunities at all stages of the ICT lifecycle, from design through operation to disposal. In general, he noted that we were good in operational mode, but less so in asset design and disposal. He illustrated with a number of examples, including the fact that turning off all the computers in Whitehall overnight was the equivalent of taking 40,000 cars off the road. Across the UK civil service, there were 400,000 devices. Keeping them all just one year longer meant not disposing of a lot of devices. He described how the approach was working in the UK through Green ICT score cards, Green ICT actions, life cycle extensions, reuse of obsolete equipment, device rationalisation of desktops/laptops/printers, and improving server utilisation across the 138 data centres in central government. The focus now was on building leadership, addressing more complex research areas, identifying suitable standards and measurement criteria and embedding green ICT in the supply chain. Fundamentally, the approach was to mandate, engage and address barriers to change.

Paul D. Bell reminded the delegates that this topic had been on the agenda for only two years. The carbon emissions footprint figure of 2% quoted earlier was for data centres alone. If devices were taken into account, the figure was more like 5%. More worryingly, the growth was exponential and had occurred faster than any other sector in history. That was why it was only on the radar today Technology had evolved in a decentralised way but not one optimised for lower energy consumption – as this was not thought to be as relevant as in eg the automotive industry. Most people currently had many devices and wanted to move from text to full-motion high-definition video and images. He asked the participants to consider the impact of a cat-scan where one image slice was one terabyte! A goal was necessary, and it was also necessary to see the size of the problem and manage growth. Server rationalisation was one area. Typical utilisation levels could be around 15%. Many were now working on virtualisation, the multi-use of servers. In Stockholm, they decreased the number of servers from 600 to 32. The German Federal Government had decreed that government ICT emissions must be reduced by 40% by 2013. Application rationalisation was another area for improvement. Dell had reduced applications from 9,000 to 3,000 and servers from 32,000 to 20,000, and had also closed data centres. He suggested that an equivalent to Moore's law was necessary, stating that each generation of technology would reduce power consumption by 30%.

During discussions, the importance of governments having a greening strategy owned at the highest level, not just by the ICT department, was reinforced. The chair concluded the session with a challenge for us all to change our behaviour and act immediately; in other words, behave better tomorrow than today!

Parallel session 4: The Services Directive – Making Life Easier for Entrepreneurs

Speakers:

- **Maria Martin-Prat**, Head of Unit/E1, Free Movement of Services and Establishment I, Services Directive, Internal Market Directorate-General, European Commission
- **Tina Sommer**, President, European Small Business Alliance (ESBA)
- **Peter Kustor**, Head of Department for eGovernment, Federal Chancellery, Austria
- **Edith van der Does**, User Experience Specialist, ICT Uitvoeringsorganisatie (ICTU), the Netherlands

Chair:
François-Daniel Migeon, Head of the General Directorate for State Modernisation, France

Session Summary:

Simplifying administrative procedures is key to improving the environment for businesses. With only a month to go before the implementation of the Services Directive, this session took a closer look at its impact on eGovernment, in particular administrative simplification.

The chairman, **Françeois-Daniel Migeon** opened the session by reminding the audience that EU Member States are required under the directive to simplify their procedures, set up Points of Single Contact (PSC) and ensure the possibility for service providers to complete their procedures and formalities at a distance and by electronic means. These practical measures will improve the Single Market for services by making it easier for service providers to do business in other Member States.

Maria Martin-Prat outlined how, although efforts in the field of eGovernment had been ongoing for many years, the process had recently been given new impetus with the adoption of the Services Directive. With the implementation of the directive due by the end of this year, Member States were legally obliged to make available a set of eGovernment services that could also be used across borders. It was in this cross-border context that interoperability of electronic procedures had to be improved in practice. Together with the Member States, the Commission had identified a number of building blocks on which further work was needed at EU level to improve the cross-border use of e-procedures by service providers, including the decision, adopted on 16 October 2009, to introduce PSC. This decision was expected to have a positive impact beyond the Services Directive and to enhance the cross-border use of eSignatures in general. In addition to the legal measures, some practical accompanying tools had been made available to assist Member States with the implementation of the PSC.

Tina Sommer was sceptical about the positive impact of the Services Directive. Her opinion was backed up by some specific examples of challenges. She suggested that a positive impact of PSC in particular would be possible only if the information provided was easy to understand, correct and up-to-date; facilities were in place and easy to use; and responses were clear and quick. She challenged the European institutions to think again about whether highly complex digital signatures and electronic IDs were really necessary. The aim of the Services Directive was to get more companies entering the internal market. This could only be good for the economy and job creation. Small business, especially in the service sector, had the capacity to do that, and she proposed making it easy for them.

Peter Kustor analysed whether the complete implementation of the Services Directive represented the end of the process or just the kick-off for further activities to remove administrative barriers that European businesses faced in offering their services abroad. A possible answer to this question was SPOCS, a pilot project running for three years under the CIP ICT PSP, expected to further enhance the quality of electronic procedure completion. SPOCS would benefit from the results achieved by its sister projects, STORK (on electronic identity) and PEPPOL (on electronic procurement), in relation to mutual recognition for the use of electronic identity and

signatures. Special emphasis would be placed on the development of common specifications and tools for electronic services, such as technical and semantic interoperability and the promotion of use and recognition of electronic documents (eDocuments).

Edith van der Does described the results of a study on the requirements and expectations for a PSC. She stated that the Member States were setting up PSCs to make it easier for service providers to start or expand their business in other Member States. This meant that PSCs had to be comprehensible and usable for service providers. To find out what makes a PSC usable, the Netherlands, Estonia and the UK had conducted a usability study in the spring of 2009. From this study, it had been concluded that the PSC would be viewed as an entry point to specific Member States; therefore, it needed to be more than just a collection of rules, regulations and procedures.

Tina Sommer, Peter Kustor, Edith van der Does, François-Daniel Migeon and Maria Martin-Prat

Plenary 5: Government 2.0: Rethinking Government and Democracy for the Digital Age

Speaker:

▪ **Don Tapscott**, Chairman, nGenera Insight, Toronto, Canada

Session Summary:

A multi-million euro research programme entitled Government 2.0 has concluded that most eGovernment initiatives are merely scratching at the surface. Funded by many governments and conducted by the think tank nGenera, the programme argues that most eGovernment initiatives are mired in old thinking such as the creation of websites, government portals, joined-up government and one-stop services. As such, they are missing the much bigger opportunity to change the way governments orchestrate capability to create and deliver services, ultimately changing the division of labour in society for economic and social development and social justice. The research also showed how the Internet holds the promise to change not only the business of government, but also democracy itself. Government 2.0 was directed by world-renowned author Don Tapscott. For the first time, he shared insights from the programme and from his newest book, GROWN UP DIGITAL, on how to transform government for the digital age. His basic message was that the time for a new approach to government has come, and tinkering is no longer enough. The economic crisis has intensified the need for fundamental change. The irresistible force of the need to cut costs is hitting the immoveable rock of the government monolith. He provided many examples whereby this is already leading to deep structural changes to services and how we think about and engage in democratic activity.

The main driver of change is the new Web 2.0 paradigm in which the old eGovernance portal model, which essentially presented content to passive citizens, is being replaced by a new model in which a platform for collaboration between everybody who has something to contribute is provided. Pervasive ambient computing and chips everywhere enable the precise location of everything to be known and tracked. The new xml standard for computation is replacing the earlier html standard for content. Active engagement is being driven forward by the younger generations, which have grown up digital and insist on using these tools in their engagement with governments. This is the key change, and the EU should look outwards by launching a Marshall Plan that provides every child on the planet with his or her own computer. This would really herald a new social revolution.

Rethinking governance is the next key step. Present structures arose at the same time as the industrial corporation, and bureaucracy was at that time seen as a big advance, as it brought with it an end to arbitrary action through the certainty of rule-based decisions. However, governments have hardly changed since then, and they now need to transform once again, embracing the organisational form of the current ecosystem if they are to survive and deliver what society needs. Governance webs as mash-up platforms need to be

Don Tapscott

constructed to provide, for example, data and functionalities at neighbourhood or any other level. All babies born today should immediately have a website for all the records they will accumulate throughout their lives so that they are able to take responsibility for and have control over their own data and identity.

Finally, we also need to rethink democracy. In the past, the world was only truly mobilised around wars, but now we need to mobilise everybody to be on the same side in saving the planet. The first wave of democracy established elected and accountable institutions of governance but with a weak public mandate and an inert citizenry. The next wave will be characterised by strong representation and a new culture of public deliberation built on active citizenship. We are moving from broadcast to interactive democracy.

Paradigm shifts involve dislocation, conflict, confusion and uncertainty. New paradigms are nearly always received with coolness, even mockery or hostility. Those with vested interests fight the change. The shift demands such a different view of things that established leaders are often the last to be won over, if at all.

Plenary 6: The Power of Information

Speakers:

- **Jacqueline McGlade**, Executive Director, European Environment Agency, Denmark
- **Michael Pittelkow**, Vice President Public Services Industries EMEA, SAP, Germany
- **Stig Jönsson**, Director General, Lantmäteriet – the Swedish Mapping, Cadastral and Land Registration Authority, Sweden
- **David Broster**, Head of Information Society Unit, Joint Research Centre, Institute for Prospective Technological Studies, European Commission

Session Summary:

The members of this panel discussed the power of information and, more specifically, the major trends and solutions for better access to and use of public sector information. The panel members also considered how easy and reliable access to public information is the foundation for developing new services that can enhance the growth of the service sector and increase the transparency and accountability of governments.

Jacqueline McGlade presented the European Economic Areas (EEA) approach to using and gathering information. One of the challenges public bodies faced was how to unlock people and communities and engage them to tell public bodies what was happening in their environment. She described how, in the past four years, the EEA had taken on the task of telling stories to explain to people the impacts of environmental change in their everyday life. She showed several examples of projects with a focus that leant more towards the model of user-driven content, as described in the Eye on Earth initiative.

Michael Pittelkow spoke about the requirements for information processing in order to foster growth and democracy. To do this, he asserted that information needed to be attractive, easy to use and trusted. He mentioned that government was about increasing welfare and not profit.

Stig Jönsson talked about easier access to information leading to better informed citizens. He outlined several challenges associated with the power of information, notably the increased access to information versus integrity, the boundary between the public and private sectors and the need for compatible legislation and interoperability. Efforts to use information should be made in several small steps rather than waiting for a giant leap.

David Broster addressed three key issues in his speech, starting by reflecting on the issue of trust and who we trust. Another important issue he raised dealt with the nature of our "digital shadows", or those bits of information left out in cyberspace. The third challenge concerned user naivety and how users should be more aware of how they interact.

In the discussion that ensued, one of the questions raised concerned the role of government agencies in dealing with data. The driving principle of decision-making in the EEA focuses on the burden of evidence. David Broster also raised the issue about the availability of data and the limitations on this availability.
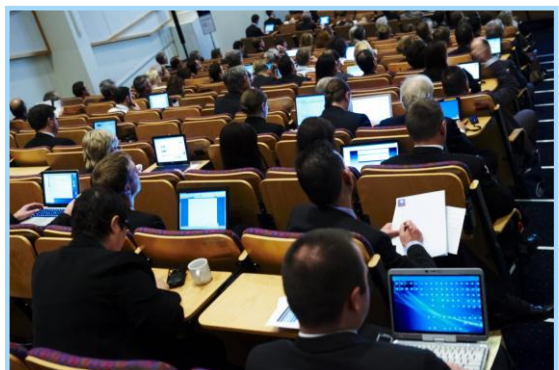
Plenary 7: Engaging the eUnion Citizens

Speakers:

- **Tim Van Broeckhoven**, Diplomatic Advisor to the Minister of Economy and Reform, Belgium
- **Julia Glidden**, Managing Director, 21c Consultancy, United Kingdom
- **Erik Kruse**, Strategic Marketing Manager, Ericsson, Sweden

Session Summary:

Empowering citizens is a topic of growing importance on the eGovernment agenda. The goal is to give people a greater voice in policy through electronic channels. Recent experiences of the European Parliament, online consultations in the European Union and the Member States and other initiatives around the world provide some examples of how this can be done. Yet many questions for the future remain unanswered. How can governments engage citizens and provide better services? What is the role of intermediaries and local communities? How can we make better use of citizens' combined experience and wisdom? When considering how to engage e-centric citizens, **Tim Van Broeckhoven** highlighted three key areas of fear that need to be overcome: fear of technology, fear of loss of privacy and fear of bureaucracy. He said that there was no doubt that many governments in Europe had put a lot of effort into using technology to connect to citizens – the Economist Intelligence Unit's eReadiness rankings for 2009 showed that the top three countries were EU Member States (Denmark, Sweden and the Netherlands). Nevertheless, he contested that it was an illusion to think that the masses would come simply because the government had built a website. He highlighted the Belgian portal, mybelgium.be, as an example of how the government could easily provide services to citizens. He also highlighted how public opinion was shifting, with services such as the Obarometer created by a Belgian newspaper to measure political activity within leading social media sites. The Swedish Presidency site made extensive use of blogs, polls, media sites and Twitter in an attempt to reach out to people. The need to bring governments closer to people was at the heart of the future challenge.

Erik Kruse picked up on this thread and presented some interesting questions and facts, noting that some of the poorest people in the world, surviving on two to five US dollars a day in Kenya, had mobile phones. Why? Because they strengthened social networks, helped generate income, were a symbol of class and modernity, and enabled direct contact, for example, checking the doctor was in the next village before setting out to walk there. People were using mobile phones to leapfrog in terms of their use of services. He anticipated that we would see much more innovation from these countries. Broadband deployment was at a turning point, feeding new innovation across society and creating disruptive actions across existing value chains. Digital natives expected instantaneity: connectivity any time, anywhere, and with any device. Many children had been networking with their peers all their lives. They had no patience for lectures. Governments currently needed to exploit the power of Web 2.0 to meet citizens where they were online. It was necessary to be active in the communities in which they were active. Increased innovation and collaboration combined with faster communication were driving needs. It was not only about the technology, but also about a human-orientated understanding of the need and importance of a vision.

Julia Glidden reminded the participants that they were living in a communication revolution – social media and Web 2.0 were presenting new challenges and opportunities for eGovernment. She said that the US election had epitomised the change between old versus new ways of engaging with the electorate: Hilary Clinton's message had fundamentally boiled down to "Trust Me", whereas Obama's message had been "Yes We Can", i.e. "work with me". Julia introduced the concept of the three Cs: communication, collaboration/co-creation and customisation. Facebook and other social networks were growing and changing how people communicated with one another, both personally and professionally. Collaboration/co-creation was creating new approaches in business. Many private sector companies were now going to customers, asking them how they should improve, acting on the feedback by building it into their products and then marketing the fact. Customisation was key. The

Internet of things was arriving: services were now being built around people. Yet with government, there was a disconnect. As everything else started to fit around people, they still had to spend precious time surfing through pages and pages of website to find the one piece of information they needed (e.g. the school application process). It was relatively easy to find examples of governments around Europe starting to use and make real efforts to come to terms with the new communication tools, although engaging with citizens was still often thought of as a top-down, "getting one's message across" process. It was harder to find examples of co-creation leading to customisation in the public sector. Yet these tools allowed people to tap into a rich, virtually unlimited source of creativity and ideas that could potentially save a lot of money. Why was it not happening? Part of it was that government was traditionally resistant to change, risk adverse and, in terms of communication, exhibited control tendencies. Moreover, citizens had not learned to let government be less than perfect. In this revolutionary era, one really had to "let it go".

Julia Glidden

Plenary 8: European eGovernment Awards

Speakers:

- **Francisco García Morán**, Director General for Informatics, European Commission
- **Mats Odell**, Minister for Local Government and Financial Markets, Sweden
- **Christine Leitner**, Programme Director, European eGovernment Awards, Chair of the Jury and the Online Voting Committee, Center for European Public Administration (CEPA), Danube University, Krems, Austria

Session Summary:

The European eGovernment Awards is an initiative of the European Commission. Its aim is to demonstrate the benefits of information and communication technologies (ICT) for society. The European eGovernment Awards also support the implementation of European eGovernment policies and strategies and aim to facilitate good practice exchange in the use of ICT by public services. The winners of the European eGovernment Awards 2009 have been selected from among 52 finalists from 17 European countries. They have been recognised for their efforts to deploy ICT in public administration in their respective countries and across borders. Four awards, corresponding to the different priorities of the European Union's eGovernment policy framework, were given to the best and most innovative projects in Europe in the eGovernment area. A separate public prize was awarded based on the online votes cast by members of ePractice.eu.

Minister Odell introduced the session by highlighting the importance of the awards and explained the motivating factor that drives participation in the awards scheme.

Director General García Morán outlined the award categories and **Christine Leitner** described the rationale behind the awards and explained a little of the history behind previous awards.

The selection was made by a jury of independent experts with a variety of backgrounds from all over Europe, to ensure the broadest possible coverage in terms of specific knowledge. The key selection criteria to assess the projects were as follows: level of innovation; impact and relevance in relation to the objectives of the awards scheme (increasing mobility and improving access to public services for businesses and citizens in the EU, making public services and administrative processes simpler and more efficient); the potential for good practice sharing; and the management and communication approach outlined.

In addition, an eGovernment prize was awarded by the public through an online voting process open to members of the ePractice community (www.ePractice.eu).

WINNERS IN THEIR RESPECTIVE CATEGORIES

▪ **Category 1: eGovernment supporting the Single Market**

The European Order for Payment Application – EU-OPA (Austria and Germany)

EU-OPA is an IT application for the electronic processing of the European payment order procedure. It simplifies, speeds up and reduces the costs of litigation in cross-border cases concerning uncontested pecuniary claims. It has proven its value in Germany and Austria by cutting processing times in courts.

EU-OPA website - www.bmj.gv.at/service/content.php

▪ **Category 2a: eGovernment empowering citizens**

Genvej (Denmark)

Genvej provides self-service access to all relevant public sector information and services. It was developed by the Gentofte Kommune municipality (near Copenhagen) and integrated with a number of regional, national and private partners. Genvej directs users to data and online services such as passport applications, school enrolment forms and healthcare information.

Genvej website - www.gentofte.dk/Genvej

▪ **Category 2b: eGovernment empowering businesses**

The Italian Public Administration eMarketplace – MEPA (Italy)

MEPA is an eProcurement solution through which any Italian public administration can purchase goods and services in accordance with EU procurement rules. Public buyers may search for, compare and purchase products. Suppliers, mostly SMEs, can optimise their selling strategy by specifying new price conditions or new products in real time.

MEPA website - www.acquistinretepa.it

- **Category 3: eGovernment enabling administrative efficiency and effectiveness**

Licensing of Hunters via the "Multibanco" ATM Network (Portugal)

The National Forest Authority of Portugal offers easy and convenient access to hunting licenses via an electronic interbank network of ATMs. Hunters can purchase their licenses using their hunter cards and taxpayer identification numbers. The service is accessible 24/7 from anywhere in the country.

AFN/MB website – www.afn.min-agricultura.pt/portal/caca/cacador/licencas-de-caca

- **2009 public prize**

SMS Information System – SMS INFO (Turkey)

SMS INFO offers a subscription service for lawyers and citizens, enabling them to obtain information on ongoing cases and dates of court hearings, as well as lawsuits or claims against them by SMS. This service does not replace official notification but allows all parties to receive information instantly so that they can take all necessary steps to prevent infringement and deprivation of their legal rights.

SMS INFO website - www.adalet.gov.tr/english/sms

A photo gallery of the award winners is available at: www.flickr.com/photos/egovawards2009

Day two of the conference

The second day of the conference started with the following parallel sessions:

- PS 5: Unlocking the Potential of eID and eSignatures
- PS 6: New Public Services – Users and Innovation as Drivers
- PS 7: Better Public Services – Reducing the Administrative Burden
- PS 8: Inclusive ICT Enabled Public Services to Fight Social Exclusion
- PS 9: Security and Trust – the Foundation for Building an eUnion
- PS 10: A vision for eGovernment in 2020
- PS 11: Understanding Each Other – the Importance of Interoperability
- PS 12: eParticipation in the eUnion – Bridging the Gap between Politics and Policy-making

The plenary sessions were moderated by Richard Wilson, Director and Founder, Involve and Karin Gavelin, Consultant / Project Manager, Involve.

The **Global Teamwork in eGovernment** plenary session (PL9) emphasised how international cooperation significantly advances work in eGovernment and encouraged the participants to consider how global teamwork can be organised, resources shared and actions coordinated to make best use of resources in today's economic environment.

In the final session of the conference, **Visions for the eUnion** (PL10), the key issues covered at the event were summarised: efficiency and effectiveness, empowerment, and mobility of citizens and businesses. Collaboration is essential, with more public-private and public-civic cooperation necessary to push forward the process. The key challenge is to ensure that these new services are not restricted to certain elements of the population. Witold Drożdż, the Undersecretary of State at the Ministry of the Interior and Administration in Poland, announced that the 6th Ministerial eGovernment Conference would be held in Poland in 2011.
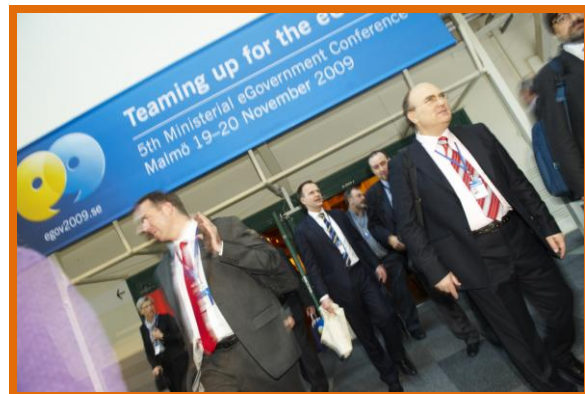
Parallel session PS 5: Unlocking the Potential of eIDs and eSignatures

Speakers
- **Frank Leyman**, Manager, International Relations, Federal Public Service Information and Communication Technology (FEDICT), Belgium
- **Reinhard Posch**, Chief Information Officer, Austria
- **Jonathon Gould**, Managing Partner and Co-owner, Asia-Pacific Connections Ltd, Singapore

Chair
Constantijn van Oranje, Research Leader, RAND Europe

Session Summary
Welcoming the audience and speakers, the chairman, **Constantijn van Oranje**, outlined a vision of a pan-European eAdministrative space – Europe by service instead of treaty – in which pan-European eGovernment Services (PEGS) drove EU integration by improving the quality of life of (mobile) citizens and residents in Europe. In this vision, federated eIDM and common secure platforms enabled seamless, public services across borders for citizens and business, and PEGS were acknowledged and applied as policy instruments for supporting strategic EU policy objectives, including mobility, internal market, inclusion, participation, competitiveness and burden reduction. He also highlighted that horizontal and vertical integration of eIDs and electronic signatures (eSignatures) was still lacking and that such systems must be secure and protect privacy. He provided an overview of a recent study into the current state of PEGS, their common features, obstacles and drivers. Mr van Oranje concluded that PEGS were here to stay. Although they were currently developed in a fragmented and diverse manner, their potential to provide services to mobile citizens and as a tool of EU integration remained largely untapped.

Frank Leyman presented the current status on the STORK project (funded by the CIP ICT PSP). He observed that a key concept in STORK was the development of a transparent trust model. The project had reached a state whereby it had endorsement from the participating countries on a commonly accepted interoperability platform. This makes possible the use of electronic identities from one country for the access of services of another country. Mr Leyman also presented a vision for further evolution: how the project was unlocking the potential of eIDs and eSignatures through the dematerialisation of eIDs, multi-channel applications and Identity and Access Management (IAM). Related to eSignatures, Mr Leyman highlighted the relevance of the federated model, but emphasised that this required a clear view of privacy, an appropriate EU legal framework and coordination at a pan-European level supporting qualified eSignatures and the international XML Advanced Electronic Signatures (XAdES) standard. The speaker gave several national and cross-border examples of areas in which eIDs and eSignatures were important as authenticators and identifiers, including when accessing heath, social and government services, as well as businesses working with clients, etc. In conclusion, the speaker highlighted the need to accept different forms of identification, such as health and bank cards to ease the authentication of citizens, noting that the real boost would only come when mandates and delegations of responsibilities could be linked to a given person through electronic IDs and signatures, in particular for businesses. Lastly, he challenged the European Commission and Member States to increase the level of coordination.

In response to the question about whether the recommendation for dematerialised signatures, IDs and a federated model was not a contradiction in terms, Mr Leyman said that it was not, as the format of eID in itself did not have to be physical (e.g. in the form of a card).

Reinhard Posch gave a presentation on the European eID perspective, and emphasised the need for focus and coordination to boost benefits and take-up of eID by citizens and businesses. Building a future vision on policies (public sector) and attributes (private sector) to ensure trust and confidence in a competitive Europe required eID

and secure electronic documents (eDocuments) based on eSignatures to be a general, interoperable and recognised infrastructure. He emphasised the need for simple, well understood, easy to use approaches for use in all sectors from eHealth to eGovernment, but more importantly businesses, where the banking sector led the way in actual deployment. Being a front-runner in data protection, as well as the smartcard business, Europe should work on broadening the scope of the field. Installing eID and eIDM as a protecting chapeau in an increasingly networked and information-orientated world would assist in facilitating transparency and security for all. He recommended that, by 2015, all businesses should be online; eID should be available and in use for public and private eServices for all citizens and businesses, enabling convenience, security, and privacy; there should be an eID for all persons (natural and legal); and take-up should be facilitated through education.

In response to the question about the existence of Member State or European Commission plans for an eID for legal persons within companies (STORK focused mainly on natural persons), Mr Posch emphasised that claims from any person could be processed in relation to the European Directive on Electronic Signatures; all that was needed was a unique signature and a supporting form of identification, as the directive equated written and electronic signatures as long as these were authenticated.

Jonathon Gould reported on the use of mobile eID in the Asian region. He highlighted that accessibility set the context for eID and the approach in Asia. For example, mobile telephone access was higher than Internet access, but still not 100%. He outlined a number of aspects and motivation factors in the Asian context, including cross-governmental approaches to eIDM and a move to biometric identification, as identity documents were not always available or reliable for verification. Issues of concern were similar to those in Europe, including privacy, the need for cross-border coordination, which standards to use (e.g. ISO 24727 adoption), and preparing for next generation planning technologies and solutions. Mr Gould went on to highlight the fact that eIDs in Asia had tended to focus on national ID and health cards, drivers' licenses and passports; to date, the APEC card was the only regional effort. That said, Mr Gould emphasised the need to think ahead , and to get started, but take one step at the time. Standardisation was seen as essential to ensure interoperability for future national and cross-border initiatives.

In response to the question of Asia offering business opportunities for European vendors, Mr Gould highlighted the need to be open, flexible and sensitive to the local environment and requirements, in which case opportunities did exist.

The main messages to be taken away from the session included the following: the potential of PEGS as EU policy tools needs to be better understood and exploited; the public and private sectors should work together in supplying eIDM infrastructure and creating the uptake and demand for services; the public sector should lead by example by becoming eID enabled by 2015; improve coordination among different EU projects; ensure that the European eIDM framework for Member State systems is horizontally and vertically integrated, and ensure privacy protection across the EU; Asia offers good practice lessons to be emulated, and non-European countries should be invited to follow EU examples and approaches, as these are currently the state-of-the-art (Jonathon Gould highlighted EULIS as an example of a pan-European business case).

Parallel session PS 6: New Public Services – Users and Innovation as Drivers

Speakers
- **Lars Albinsson**, Maestro Management, Stockholm, Sweden
- **Antoine Brugidou**, Vice-President and Global Managing Director, Public Service Industries, Accenture, France
- **Ursula Hass**, Vice Chancellor, Blekinge Institute of Technology, Sweden
- **Angelo Marcotulli**, Directorate for Innovation and Research in ICT, Regional Government of Tuscany, Italy

Chair
Gábor Bódi, State Secretary for ICT and eGovernment, Hungary

Session Summary
The demand for services that are more in tune with citizens' needs is increasing. New services will be more beneficial if there is greater cooperation between users, governments, businesses and academia in their development. The aim of this session was to show how users and innovators can collaborate to find new ways to provide valuable services to citizens and businesses.

The session chairman, **Gábor Bódi,** set the context for the session and emphasised that innovation funding from public service was vital but could be difficult to do well.

Lars Albinsson challenged the audience's perception of where innovation occurred by asking a number of questions about the origins of innovations such as the GSM, mouse pointer, online banking services and Google page ranking. The key point was that innovation could occur almost anywhere and often took place outside major companies and institutions. Why should it be any different for innovation in public administrations in the future?

Antoine Brugidou declared that innovation started with user- and citizen-centric responsiveness. Looking at issues through a user's eyes was changing the way in which public administrations developed their front and back offices. This approach also required a change in the way citizens related to their governments, policy-makers and public servants. Citizens saw changes happening in other sectors and wanted to see similar activities with their governments. Some politicians were seizing the opportunities to try something different. In Australia, for example, the new prime minister had worked with 1,000 citizens over two days to define their priorities. Governments should start by developing a sound understanding of outcome and service expectations of their citizens. Surveys showed that, in 15 of the 21 Member States, less than a third of citizens thought their governments did a good job. In Italy, only 24% of citizens thought their government listened to them. New technologies created new opportunities for genuine two-way conversation and collaboration with citizens. He concluded by saying that the pressure on government to act would increase as citizens pushed for more dialogue and engagement.

Ursula Hass introduced the triple helix model of innovation as a way of developing innovation in eGovernment, requiring active engagement of industry, government and academia. Ms Hass used the experience of the Blekinge region to highlight a number of important factors in successful innovation process: strong regional incentives and the need for change; sharing visions in the area of eGovernment on all levels; a strong position regarding knowledge in the area; strong individuals and strong stakeholders; and a willingness to include end users early on. Moreover, cultivating situated innovation in eGovernment required close, long-term collaboration between local and regional government, industry and academia; recognition of the need for European collaboration; R&D in relation to user-centred, participatory design of public services; focus on technology and work practice; and shared visions of Blekinge as a driving region in the developing ICT society. Blekinge had had

a good experience with the triple helix model, which confirmed the fact that research, development and business and consumers needed to work together, user driven innovation was a key issue and that academia had a role to play in cultivating situated innovation.

Angelo Marcotulli shared the Tuscan vision of new eServices for citizens and businesses. He set the context by asking whether citizens were truly at the centre of thinking or simply caught in the middle. They still needed to spend too much time understanding the structure of government. In Tuscany, as elsewhere, there had been a lot of investment in getting services available online from almost all branches of government. A national web portal for e-Citizenship had been implemented, yet the impact level fell short of expectations. He suggested that the most likely reason was that these were very good services, but for the providers and not the users! He proposed a new integrated view, cutting down on complexity and ensuring that citizens and businesses were part of the system. There were several non-government success stories, including iTunes, the Nintendo Wii, the iPhone Appstore and Vuze. Underpinning each was the fact that users wanted their own data, had their own organisation, and chose with whom they wanted to stay in touch. He proposed a framework approach that used open common standards on interoperability, content format and strong identification. Its key building blocks and foundations were secure and high availability connectivity infrastructure, software application interoperability infrastructure, digital signing, strong identification and secure access infrastructure, legal storage for digitally signed documents and legal instruments to support and encourage administrative action.

In response to a question about the main ways of involving stakeholders in innovation, Ursula Hass pointed out that common goals were necessary and, crucially, young people needed to be engaged. In response to a point on IPR, business models and transparency, Antoine Brugidou highlighted that many large companies were moving into open software, so business models were changing.

Parallel session 7: Better Public Services – Reducing the Administrative Burden

Speakers
- **Viola Groebner,** Director, Directorate B, Industrial Policy and Economic Reforms, Enterprise and Industry Directorate-General, European Commission
- **Erik Fossum**, Director General, Brønnøysund Register Centre, Norway
- **Mats Sjöstrand**, Director General, Swedish Tax Agency, Sweden
- **Pilar Conesa**, Chief Information Officer and eGovernment Director, Barcelona City Council, Spain

Chair
Arno Thijssen, Director, Service Provision, Deregulation and Information Policy, Ministry of the Interior and Kingdom Relations, Netherlands

Session Summary
Effective and efficient service delivery for citizens and businesses is high on the agenda of government administrations across Europe. The chairman **Arno Thijssen** emphasized that ICT can help governments to reduce costs while at the same time improving services offered to citizens and businesses. To support these goals, the European Commission launched an initiative in 2007 to reduce administrative burdens. Since 2007, cost reduction measures have been analysed in 13 different policy domains in 27 Member States. These will provide useful input for future policies. In this session, the findings of this analysis were discussed and examples of good practices at national level were described.

Viola Groebner stressed that the European Commission had invested a lot in reducing legislative impact, as well as administrative burden, especially for small and medium sized enterprises. This burden for SMEs was particularly high. eGovernment solutions should help to reduce such burden. The best example was a VAT requirement reduction of 80 billion euros if everybody used eInvoicing. Many Member States had adopted plans based on the advice provided by the High Level Group considering burden reduction. In response to who should do what, Member States, with better coordination by the Commission, should aim towards the development of a single market. Businesses would greatly benefit if the solutions were adapted to their needs. Public authorities should find the simplest way to report and should not ask for information they already had. When thinking about eGovernment solutions, Ms Groebner advised thinking small. Numerous proposals were generated, but often countries were not willing to adopt them, so everybody should work together to really reduce the burden. Before taking any decision about new legislation, there should always be an impact assessment to evaluate whether it would increase the burden.

Erik Fossum presented Altinn, the priority eGovernment initiative for electronic dialogue and services and a key component in the Norwegian Government's IT infrastructure/architecture. Altinn was a joint solution for 24 public agencies (so far), and would also be the Point of Single Contact in Norway. Built on service-oriented architecture, the solution had not only made Norwegian businesses and industry more efficient, but it had also made an important contribution to the modernisation of the public sector. The majority of the information was also delivered in English. Sixty professional software systems interacted with Altinn and 90% of all enterprises had switched from paper to Altinn. 95% of stakeholders were involved and 87% of VAT returns were made through the portal. More than 200 electronic forms were available through Altinn (and 550 others through links from Altinn). All Altinn forms followed the ELMER guidelines. There had been a 23% work reduction in form filling after five years with Altinn and a recent survey showed an 80% customer satisfaction level.

Pilar Conesa presented the eGovernment strategy devised by Barcelona City Council. Through the action plan and main projects, the council was transforming its internal organisation in order to achieve greater efficiency and

effectiveness, act closer to citizens and deliver high quality services while reducing administrative burden through intensive use of ICT. The new city management model, Barcelona 2.0, was based on four main priorities: proximity to citizens, high quality services, measurable management and process innovation with intensive ICT use. Barcelona City Council had a new model of interaction with citizens and was a reference point in intelligent city management and service delivery. With non-stop services for citizens, offices and the connected city, Barcelona Smart City was much closer, innovative, connected and quicker. eGovernment was thus the fundamental tool for targeted services, process simplification and ubiquity. The main projects presented were: multi-channel services for city council workforce (i.e. police officers, social workers, traffic wardens, etc.); process reengineering and informatisation of construction permits; eTramits (an eService platform for citizens and companies which uses digital certificates to enable access to information in order to complete administrative procedures online); the eProcurement platform; Welcome to Barcelona (an integrated set of procedures and services that respond to common requests and queries); Barcelona WIFI; and an e-Voting process for 1.4 million people in relation to the transformation of the city's main street.

Mats Sjöstrand said that the use of electronic devices was relevant, but effective cooperation was a key element among administrations and the private sector to reduce administrative burden. Through diverse forms of collaboration with different parts of the private sector, such as the Council of Interested Parties, the Swedish Tax Agency carried out consultation together with the private sector and trade associations of restaurants, taxis, construction and cleaning businesses. The collaboration sought to collect proposals/suggestions for simplification and commented on proposed changes. Mr Sjöstrand highlighted that successful eServices should be user-friendly, easy to understand and contain very few mistakes and pre-completed information. Today in Sweden the most common 20 eServices were in place, but significant priority had been given to the development of further eServices. Furthermore, although legislation was for politicians, the agency also worked systematically with new proposals for the simplification of existing legislation and rules. Until 1990, nobody had considered the cost for citizens; simplification had been the priority. An example of simplification was the Form Review Project, carried out from 2004 to 2007 with the aim of developing new income tax forms and thereby reducing the cost for fulfilling obligations. Collaboration was also a key factor in the public sector. For example, verksamt.se, the Swedish Business Link to Government, was the result of a partnership between the Swedish Companies Registration Office, Swedish Tax Agency and Swedish Agency for Economic and Regional Growth. Here, companies could find information, tools and eServices. Thinking, starting, running, developing and liquidating: the possibilities for companies to get help and support during their entire life cycle were gathered in the same place. The website was under development and would be completed before the end of 2010.

Parallel session 8: Inclusive ICT Enabled Public Services to Fight Social Exclusion

Speakers
- **Paul Waller,** Director, Digital Inclusion Team, City of London, UK
- **Jan Muehlfeit,** Chairman, Europe, Microsoft Corp
- **Laurenţiu Bunescu,** Project Manager, Telecentre-Europe, Romania

Chair
Paul Timmers, Head of Unit, ICT for Inclusion, Information Society and Media Directorate-General, European Commission

Session Summary
Paul Timmers reminded the audience that 30% of the EU population was socially excluded. This figure included many young people, one-fifth of whom dropped out of the school system so did not get an adequate education. This same 30% also overlapped strongly with those who were digitally excluded, and they were the same group who were heavy users of public services. Their problems were typically highly complex and needed to be addressed in a personalised and user-centric manner. Paragraphs 9 and 10 of the Ministerial Declaration recognised this challenge and committed Member States to explore how eGovernment could help address it.

Paul Waller welcomed the audience to the post-portal era of eGovernment, in which the focus was on transforming services that cost society the most and were more likely to have a big impact on people's lives. He gave the example of young people who repeatedly spent several months each year in prison. They typically came from homes without positive role models and often did not use ICT themselves. He presented a short video of interviews with staff and young people involved in an e-mentoring programme for children leaving foster care (a group at great risk of being drawn into crime) in which ICT was used alongside traditional channels to help rebuild self-esteem and confidence. Online mentoring could be particularly relevant for young people in these situations as it enabled them to retain an element of anonymity in their dealings with remote mentors. He also referred to the recently published MC-eGovernment research, which illustrated, with many practical examples from across Europe, how inclusive eGovernment could be successful by involving different actors in forming new networks, using ICT to coordinate and share information. In the UK, successful local initiatives provided process models of how this happened that could then be applied in other situations, thereby scaling up impacts much more widely.

Jan Muehlfeit reminded the audience of how dramatically ICT had developed by pointing out that NASA's 1962 computer power had been less than that in most mobile phones today. Despite this, 37% of Europe's population still had no basic eSkills, and this was a challenge that should also be taken up in relation to eGovernment. A bolder vision was required, encompassing three main pillars: basic eSkills must be improved; everybody should have Internet access; and all tools and software should be user-friendly. Tackling these challenges would have a greater impact on Europe in terms of growth and jobs than almost anything else. It would improve educational standards and employability, benefit industry by increasing ICT spend, deepen cohesion and democracy, and drive innovation. To support these developments, Europe's ICT industry was making its contribution. Microsoft alone had trained 2.7 million Europeans in ICT skills last year, and initiatives such as Telecentre Europe were providing outreach centres for this to happen. It was essential to ensure accessibility by design and take a shared approach to this, including providing data in open interoperability format. By focusing on these issues, it would be possible to unlock the full potential of the EU, involving not just governments and industry but also NGOs, and get on course to remove the barriers between people, places and ideas.

Laurenţiu Bunescu highlighted the fact that 292 million Europeans were digitally excluded. To respond to this huge challenge, Telecentre-Europe had established 25,000 physical centres in 33 countries, each one reaching about 200 people per year. In the UK, 2 million people used approximately 6,000 UK Online Centres. Here, citizens could learn about ICT, and about 40% of the use in these centres was for eGovernment purposes. The centres took different forms depending on the local situation; for example, in some countries, public Internet access points were set up. Most, however, also provided access for physical meetings and other forms of interaction. Two main types of benefits could be seen. First, economic and social benefits, given that the efficiency that eGovernment brought could lead to economic growth. Second, benefits for citizens by improving the quality of their lives, especially those of disabled people. The centres became a focal point for learning, services and benefits, and were instrumental in promoting trust in new technology as well as in eGovernment services.

Paul Timmers asked the speakers to consider the main barriers and the main actions to address those barriers. For Paul Waller, the main barrier was that staff at local level, whether employed by the public sector or an NGO, and who worked with the problems of disadvantage on a daily basis, did not understand the capability of the technology, whilst those who did were not aware of needs on the ground. The challenge was to bring stakeholders together, including: central government, which could provide funding; the third sector, which was often the agency working on the ground closest to the problem; and the private sector, which could see the situation as an opportunity to reach a new market. It was also necessary to package up what had been learnt, for example through cases and videos, and spread the word. For Jan Muehlfeit, the main barrier was the lack of eSkills among so many and the need for lifelong learning to correct this shortfall. Microsoft, as well as industry in general, was working with governments and NGOs across Europe to tackle the double digital divide problem, i.e. access and skills. Other actors also had a role to play, for example, government as an enabler through the education, legislative and funding systems, and the third sector, which can help in developing software and curricula. Laurenţiu Bunescu pointed to the problem of lack of trust in the technology and in eGovernment, with one of the solutions being the telecentres, which provide a trusted and secure space for people to learn and come together.

The chairman drew the audience into the discussion, with comments and questions concerning the need to take solutions down to the regional and local levels and to integrate eSkills into existing programmes, for example, through universities and other educational institutions, to make sure that all staff members themselves (including caterers and cleaners) were digitally enabled, which was not always the case, and for people to "buddy" with others who were digitally excluded. The issue of money and resources was also raised, and it was pointed out that, although Europe was considered to be more "social" than the USA, it was behind when it came to accessibility and use. For example, only 5% to 10% of public websites were eAccessible. One suggestion was that access to broadband should now be included in the Universal Service Obligation, which had recently been done in Finland.

Finally, the point was made that, in tackling the digital divide, the answer was not only about making sure everybody was able to sit in front of a computer in order to receive good public services. As well as the digitally "unable", there was also a large group of unwilling non-users, but these should not be neglected. Although Telecentre-Europe's policy was to focus on this group, ultimately there was no intention to force anybody. The way to tackle this issue was to recognise that a public service was not the same thing as a website, and that people should not be forced to use a website. Consequently, how should one reach down to the ground using ICT and meet the unwilling as well as the unable to help solve their problems on their own terms?

Parallel session 9: Security and Trust – the Foundation for Building an eUnion

Speakers
- **Anne-Marie Eklund Löwinder,** Quality and Security Manager, .SE (The Internet Infrastructure Foundation), Sweden
- **Tommi Nordberg,** Executive Vice President, Government Programs, Gemalto, Finland
- **Kai Rannenberg,** Mobile Business and Multilateral Security, Goethe University, Frankfurt, Germany
- **Andrej Tomšič,** Deputy Information Commissioner, Information Commissioner of the Republic of Slovenia, Slovenia

Chair
Francisco García Morán, Director General for Informatics, European Commission

Session Summary
Building an eUnion makes it easier for citizens and businesses to move and work in any EU Member State. But chairman **Francisco García Morán** reminded the audience that this leads not only to an increasing flow of digital data, but also to more severe security threats and specific challenges connected to privacy rights. A secure exchange and storage of personal data requires innovative legal and technological solutions that can ensure automatic compliance with privacy and security provisions as well as being user-friendly and efficient. A balance needs to be struck between increased efficiency and transparency on one hand, and security and privacy on the other.

Anne-Marie Eklund Löwinder described how communications and networking equipment needed to be secure, dynamic, robust and reliable, while the internet continued to be vulnerable to various problems connected to security and robustness. The Internet Infrastructure Foundation had surveyed how public authorities and other important bodies in the Swedish society managed their presence on the Internet. The analysis highlighted a lack of understanding and responsiveness, and underlined critical improvements that were necessary, not optional. She asserted that the current regulatory framework was sufficient for open market operations and further regulations were not needed. On the other hand, additional action would be necessary in terms of recommendations: the introduction of DNS Security Extensions (DNSSEC) securing the domain name system, for deployment of the next-generation Internet Protocol (IPv6), and for best practice of robust and resilient network design. Separate identity authentication standards complicated sharing access among different groups. In this sense, it was necessary to avoid long lists of passwords, but it was also important to introduce a federated identity based on open standards, which offered suitable protection of one's own personal integrity, and was technically neutral, cost-effective, and available to different stakeholders coming from all parts of society.

Tommi Nordberg noted that, while progress had been achieved to ensure a secure identification and access to eGovernment services (using eID, PKI authentication, signatures, etc.), the user experience had been disappointing and more focus on design of interfaces was needed to avoid loss of potential market. eGovernment

2.0 was a step towards an easier and more user-friendly environment. The combination of eID smart cards and eGovernment 2.0 strong-authentication framework (PKI technology) did not just provide extra security; it also provided end-user extra convenience. Furthermore, such combination enabled easier adoption, mobility (e-ID cards could be used in multiple platforms), less dependence on users' technology skills, thus encouraging a more security-conscious citizen behaviour, promoting a global, modern, competitive and socio-economically equal world. Several eID and eGovernment 2.0 approaches existed in Europe and it would be interesting to see when they would finally come to be used by everybody in Europe and how they would work.

Kai Rannenberg highlighted the fact that trust in eGovernment required multilateral security of the underlying infrastructure, especially concerning user identities. With mobile, ubiquitous, ambient systems coming ever closer to people, it was more important than ever that user-friendly identity management and multilaterally secure identifiers were in place. Prof. Rannenberg introduced the concepts of partial identities, strong sovereign identifiers, and minimum disclosure. Every person had his or her own identity. This identity also consisted of people's roles. For example, when using government services, people were well known, whereas when they were shopping, they were almost anonymous. These different depictions of identity depending on the situation were represented by partial identities. A partial identity was a set of personal attributes of a user. A user could have several partial identities. Close to the physical world, a user changed his partial identity in computer networks while shifting between being anonymous and being fully identifiable. Such a change depended on the situation and on the role necessary for the specific situation. Identity management systems supported users who used role-based identities and helped to present the "right" identity in the right context. Secure identities should be based on strong and protective identifiers that could communicate through more than one channel. Our current systems collected more information than was generally required. Users should have the possibility to decide what information to disclose (minimum disclosure).

Andrej Tomšič asserted that fundamental principles of personal data protection must be respected when developing eGovernment systems and services, thus avoiding typical eGovernment data protection pitfalls (data pollution, function creep effect, the threat of the "Big Brother's one-stop shop", and internal threats such as the curiosity of public servants and security breaches). This could be done by ensuring transparency, providing for security and traceability of personal data processing, implementing best practices and international standards (such as the AAA concept, ISO 2700 family standards and similar), educating and controlling internally civil servants, and also guaranteeing data subjects the right of access to their own information. Legislative proposals that provided legal grounds for personal data processing should properly consider privacy throughout the design approach and also use privacy impact assessments. In doing so, government bodies should establish good relations and cooperative initiatives with data protection authorities, the latter being entrusted with sufficient enforcement competencies. He concluded by expressing a vision of a unified and connected Europe, able to deliver high quality services to its citizens and businesses whilst respecting the basic human right of privacy through privacy impact assessments, guaranteeing transparency and respecting the personal data protection commandments of legitimacy, lawfulness, fairness, proportionality, finality, data quality, accountability and data subject's rights.

Discussions focused on the need for further regulations in this sector. Anne-Marie Eklund Löwinder stated that most of the existing regulations were sufficient. The main issue was to start regulating only after developing practical solutions, in order to avoid possible deployment problems. Francisco García Morán stressed that the EC had been implementing impact assessments of the new IT legislation. Discussion then moved towards the concept of partial identity, in particular concerning its connection to privacy issues, as well as the role and responsibilities of the user owning this identity.

Parallel session 10: A vision for eGovernment in 2020

Speakers
- **Lennart Nordfors,** Deputy Chief Executive Officer, Gullers Group, Sweden
- **Jeremy Millard,** Senior Consultant, Danish Technological Institute, Centre for Policy and Business Analysis, Denmark
- **David Osimo,** Director, Tech4i2, Belgium
- **Paul Johnston,** Director, Internet Business Solutions Group (IBSG), CISCO
- **Hannu Syrjälä**, President and Chief Executive Officer, Tieto Corporation, Finland

Chair
Mark Frequin, Director General for Energy and Telecom, Ministry for Economic Affairs, Netherlands

Session Summary
Living in a period of considerable social and economic turmoil governments have to learn how to live up to new and unprecedented challenges. The globalisation of the economy calls for new forms of governance. In this new world, the way in which citizens, businesses and governments work together will have to change as well.
ICT can contribute to developing these new forms of interaction between governments, citizens and businesses. It can support new forms of local and global democracy and new forms of collaboration between the business community and governments. **Mark Frequin** introduced the session and the topics for discussion, which included identifying how we can make way for citizens, challenging whether governments can be changed and working through the roadmap for future government with IT as a navigator.

Lennart Nordfors introduced a recently published book, *eGovernment of Tomorrow – Scenarios for 2020* (see www.vinnova.se/Publications) in which he used "scenarios of uncertainty" to paint four views of what the future might hold. The two uncertainties used to set the scenarios were the level of future public participation and the future level of social capital/trust, i.e. how much citizens would trust government. High trust and low participation would result in aspects of government going private with intermediaries coming into play, e.g. Google government. Low trust and low participation would lead to advanced efficiency and disciplined government with a high degree of personalisation. Low trust and high participation would lead to action and overload. There would be high participation but not through routes or channels run by government, e.g. Facebook groups are already increasingly active when it comes to personal and public health." There was a real risk that people would become too active and government unable to cope. Finally, high trust and participation would lead to coproduction of government – highly efficient and largely effective. The big risk here was of officials "going native". In summary, there were four challenges to consider: how to retain the interface, how to avoid becoming big brother, avoiding or handling overload, and the rule of law/neutrality.

Jeremy Millard talked about everyday government – not the types of transactions performed once or twice a year (tax, licensing, etc.) but those that made our daily lives work. The services people wanted were those that were valuable in people's lives. Empowering and reinvigorating relationships through new concepts should be sought. It was necessary to move from a "one size fits all" to a "precisely my size" mentality. For many people, the most important thing was how they were treated. How would it be possible to offer a cup of tea and have a chat in an online exchange? He introduced the concept of local modularisation, within which one could expect to see universal personalisation and universal localisation of people, places and community-related services. There should be a move from a postcode lottery towards postcode innovation. In the future, people would be looking at everyday technology: public service "apps" for the iPhone and real-time augmented reality. Fundamentally, it was about smart, simple services delivered through a mix of push, pull and Do it Yourself (DIY).

David Osimo and **Paul Johnston** asserted that much of the eGovernment activity to date had been about automating services rather than engaging with citizens. If Web 2.0 were to go from speeches to practice, it would be necessary to open up, let the citizens in and let civil servants enter into discussion. In their view, citizens were ready to engage. As an example of innovation without permissions, they presented an open declaration. Generated using 12 different tools and costing only 55 euros, more than 800 inputs had been gathered to generate the declaration. There were now more than 1,500 endorsements on Facebook. They presented the declaration to the audience through a video featuring many of the people involved in its creation. The city of Bologna had now endorsed the declaration and the group was calling on other governments and organisations to endorse as well. Moreover, the people who had helped create the declaration were now a community of interest that could be a resource to help prepare the action plan addressed in the Ministerial Declaration.

Hannu Syrjälä asked whether digitalisation could rescue Europe. He presented a number of key challenges for the EU. The first challenge involved responding to economic pressure and how to stay competitive. He supported the 25% target for reduced administrative burden. He believed that this could go to 50% by 2020, particularly if eInvoicing were widely introduced. Here, the 24 million SMEs in Europe needed help. The next challenge involved dealing with a shrinking workforce in the EU. It was predicted to reduce by 35 million in 2020; in addition, there would be many more older people. Everybody needed to do more with less. Digitalisation should help to free the workforce for more productive tasks. Finally, ICT could help address global warming. Here, it would be possible to use ICT to reduce the need for material transport. He reminded the delegates that the technology was not the limiting factor; the challenge was adoption. Innovation was needed for success. He highlighted a number of areas for potential action: open industry standards, e.g. eID and e-Invoicing; public private partnerships, e.g. using e-banking codes to log on to government services; digitalising all business processes, e.g. eInvoicing could save 250 billion euros annually in the EU; and involving citizens, as digital natives wanted to be involved, but governments needed to engage everyone. His vision was to use technology to enhance transparency, participation, democracy and efficiency, making the EU more competitive and green.

In the discussion session, the chairman asked who would agree to sign up to the declaration. There was unanimous support. He then challenged all of the participants to get their bosses to sign up as well. A number of delegates suggested that, while nobody was against transparency, in reality it was about power structures, and they could take a long time to change. In the words of one delegate: "It's crazy that doctors think they own my medical data and information!"

Parallel session 11: Understanding Each Other – the Importance of Interoperability

Speakers
- **Adam Lebech,** Acting Deputy Director General, Ministry of Science, Technology and Innovation – National IT and Telecom Agency, Denmark
- **Francesco Tortorelli,** Director, Interoperability Services Office (CNIPA), Italy
- **Karel De Vriendt,** Head of Unit, European eGovernment Services, European Commission

Chair
Matthew Gatt , Malta Information Technology Agency, Malta

Session Summary
An efficient and effective European Union requires seamless interaction and communication between public administrations across Europe. This is only possible if there is cross-border interoperability between public administrations. Throughout 2009, the European Commission has studied European interoperability issues to identify key problems in cross-border interoperability and prepare a future European Interoperability Strategy. The three most important challenges identified were: trusted information exchange, interoperability architecture and ICT implications of new legislation. **Matthew Gatt** highlighted the need for a shared political will and a stable, shared legal framework to avoid uncertainties, in particular for business. At the political level, a drive towards a common vision should be translated into a legal framework facilitated through initiatives such as the adoption of the Interoperability Solution for European Public Administrations programme (ISA) and ministerial declarations, and a push for the revision of the European Interoperability Framework (EIF). That said, different Member State structures still dominate; therefore, interoperability has to be enforced or fragmentation will become the norm. Full across-the-board recognition of electronic identities (eID), documents, etc. must therefore be facilitated, as recognised by STORK, PEPPOL and the Malmö Ministerial Declaration in order to ensure trust and privacy

Adam Lebech highlighted the Danish approach to cross-organisational collaboration and governance for the delivery of public services. He put Denmark's consistent ranking among the top world eGovernment performers down to a model of cross-organisational cooperation linking eGovernment efforts by municipal, regional and national government to ensure the strategic principles of public sector IT were adhered to, including coherent efforts within each area of public sector standardisation and a cross-government reference model for architecture. He emphasised the need for agreements and consensus for standardisation across government levels (the "comply or explain governance" model), open standards (mandatory for semantic data interoperability, eID, eInvoicing, document and record management), central initiatives on key infrastructure components and standards, but in order to ensure flexibility, with decentralised implementation of specific initiatives at local and regional level in particular. The Danish approach to interoperability made use of, or was directly involved in, European initiatives including EIF, STORK, PEPPOL, the Services Directive and the Public Sector Information Directive. He concluded by outlining a number of future interoperability challenges for European public services, including designing public services and data for mash-ups across sectors and levels of government, interoperability for welfare technologies, and interoperability and cloud computing.

Francesco Tortorelli presented the benefits of cross-border semantic interoperability in the context of European eServices. In addition to methodology, tools and enablers, Mr Tortorelli stressed the importance of aligning semantic interoperability with the local environment, including legal, linguistic, cultural, organisational and technical attributes, to act as a bridge for eGovernment services and information passing between public administrations and citizens and businesses. He highlighted the different types of agreements on grammar, formats and protocols as tools to use common rules. He also addressed the importance of fora such

as W3C, the eGovernment Working Group and semic.eu (Semantic Interoperability Centre Europe), as well as the facilitation of a bottom-up approach and a collaborative platform for sharing data assets. He concluded his presentation by outlining a number of needs and benefits for semantic interoperability in Europe, in particular governance for a harmonisation of process among Member States, lessening the dependency on technology and know-how, enforcement of policy application and preserving the local context in Member States, dynamic service aggregation, and preparing the ground for the future internet though intelligent integration and access to content, things, persons and services.

Karel De Vriendt outlined the European (cross-border, cross-sectoral) Interoperability Strategy (EIS) currently being developed by the European Commission in close cooperation with the Member States. He said that EIS was based on a clear vision and agreed objectives to facilitate interoperability as a cornerstone of European public services, thus addressing and coordinating cross-border eGovernment needs at the European level. As an EIS objective, he emphasised the facilitation of trusted information exchange, developing interoperability architecture, and raising the awareness of the implications of ICT use in relation to current and future EU legislation. Cooperation took place not only through the sharing of good practices (via collaborative platforms), but also by combining top-down with bottom-up activities and projects supporting political priorities in combination with horizontal activities for learning and re-use. He highlighted the role of European instruments in order to be able to launch joint EU and Member State actions such as the Interoperability Solutions for European Public Administrations (ISA) programme to implement EIS. He concluded by outlining future cooperation to implement a joint European strategy to improve interoperability and in particular in relation to cross-border European public services and supporting citizen and business mobility within the Single Market.

In response to the question about how to successfully reuse public sector data and how to decide on when to use open standards and whether such standards were appropriate, Adam Lebech highlighted the Public Sector Directive as a key driver for actual re-use of data, noting that Europeans could learn from one another and from further afield. Francesco Tortorelli then emphasised the need to share and break down silos within and between public administrations, different organisational levels and across geographical borders. Both points were also supported by Karel De Vriendt.

Parallel session 12: eParticipation in the eUnion – Bridging the Gap between Politics and Policy-making

Speakers
- **Carina Nilsson,** Deputy Mayor of Malmö, Culture and Recreation Directorate, City of Malmö
- **Vasilis Koulolias,** Executive Director, Gov2U, Greece
- **Matthias Groote,** Member of the European Parliament
- **Peter Gilroy OBE,** Chief Executive, Kent County Council, United Kingdom

Chair
Dan Ericsson, State Secretary at the Ministry of Finance, Sweden

Session Summary
Participants heard presentations on how to bridge the gap between citizens and governments at different levels. The objective of eParticipation is not only to show that citizens are informed, but also to show that policy-makers can communicate with citizens. Governments may not have the same exciting services as seen on Facebook, but maybe these will emerge later. The chair of the session, **Dan Eriksson**, stated that it was quite easy to agree on the positive sides of participation, but the question of how to get participation to work remained.

Vasilis Koulolias proposed some key issues for the ePolicymaker. Generating space for internal and external collaboration was essential, alongside a focus on vertical and horizontal accountability. Overarching all of these issues was the need to develop trust. Examples from across the world illustrated that change was apparent. He referred to a Mexican example, whereby administrative rules had been changed in order to create a paperless environment in the legislature. Another example highlighted transnational cooperation in Africa: five African parliaments had joined together to discuss policy development to further common policies in their countries. He concluded by making the point that citizens were actually present in the digital environment, but asked the whether the representatives were also in the same spaces. In order to move forward, political will was required to achieve change.

Matthias Groote talked about his personal experiences in making use of Web 2.0 applications, including Twitter and Facebook. He talked about the need to apply basic rights concerning information to all activities of European citizens. As well as being important for European and national levels, the use of digital tools should be very important at the municipal level. eParticipation could not replace the traditional face-to-face work of representatives, but was a very important element. Indeed, for example, in the discussions in the European Parliament on the Telecoms Package, members of the European Parliament (MEPs) had found Internet discussions among the public of great use in their deliberations.

Carina Nilsson described how the city had developed a focus on sustainability. She stated that there were three keywords surrounding the conference: diversity, meetings and possibilities, and these were also central for Malmö. Two initiatives had been established in Malmö: the Malmö Panel (a citizens' panel) and the Malmö Initiative (an ePetitions system). Since its launch, the ePetitions system had seen the submission of over 2,000 petitions. These initiatives highlighted three issues. Firstly, disillusionment with the participatory process, which took a long time due to legislative processes. Secondly, digital gaps could also emerge between users and non-users of these applications. Finally, accessibility was key and, in Malmö, steps had been taken to ensure that the city website was accessible to as many users as possible. She concluded that the results of the Malmö Initiative had been very beneficial for the city.

Peter Gilroy described efforts to engage with citizens in the county. He started by saying that citizens were becoming more and more articulate, but distanced from policy-makers. Policy-makers feared that they were

losing control in some cases to citizens who pushed single-issue politics. It was necessary to enable citizens to help shape policies, and politicians needed to learn that they could not control the policy debate. The Kent Card, which provided a unified card for various local authority services, had reduced the cost of service provision and, in some cases, forced the government to change some of its operating principles. The speaker finished with a real challenge by asking whether politicians could make the shift towards this more open framework of participation and engagement.

The discussion that ensued covered how trust could be built, how feedback could be integrated into the policy-making process, how to deal with non-users of ICTs, and what to do with the patterns of information that emerged from these conversations.

The key challenge emerging from the presentations and discussion in this session was trust. Trust of politicians and the political party system was a crucial element, and the way this is gained was swiftly evolving. Participation was not all about agreeing with citizens, but was about making reasoned arguments that took into account the trust of citizens.

Plenary 9: Global Teamwork in eGovernment

Speakers

- **Larry Hirst,** Chairman of IBM Europe, Middle East and Africa
- **Haiyan Qian,** Director, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, United Nations
- **Yih-Jeou Wang,** Project Leader, OECD eGovernment Project, OECD
- **Randeep Sudan,** Lead ICT Policy Specialist, Global Information and Communication Technologies, the World Bank, United States of America
- **Zoran Stančič,** Deputy Director General for Information Society and Media, European Commission

Session Summary

Richard Wilson outlined the session theme of teamwork and cooperation between Europe and the wider world and welcomed the speakers. International cooperation significantly advanced work in eGovernment, which had been shown by the results of cooperation between EU countries. On the issue of international collaboration beyond EU borders, **Yih-Jeou Wang** highlighted that eGovernment and ICT were enablers of better governance and good government. Here, international cooperation and exchange of experiences and good practices were an important tool, complemented by surveys and reviews nationally and internationally. Looking beyond one's own backyard was essential for learning, new ideas and ensuring progress.

When discussing how best to make use of resources in today's economic environment, **Larry Hirst** emphasised the vast amount of data being produced which could be analysed and developed into new things, creating a smarter world with smart transport systems, utilities and healthcare, and greening though technology, as illustrated by Malta's water management systems and Stockholm's smart transportation project (halving traffic queues, lowering CO_2 emissions, etc.). The standardisation of technology infrastructure in the 21st century should be seen as essential to exploit the full potential of ICT through scalability and reuse, just as it had been with electricity grids and railroad gauges in the 19th century, and it came down to political will. Inclusion would be a key issue in the years to come, involving not just greater broadband connectivity speed for those already connected, but also alternative access channels to ensure universal accessibility.

In response to the question of how global teamwork could be organised, resources shared and actions coordinated, **Randeep Sudan** illustrated how passion, responsibility, networks and good practice exchange through the Government Transformation Initiative helped developing countries to benefit from technology-enabled transformation. He also invited the EU Member States, organisations and people to partner with the World Bank and developing countries to make expertise from successful initiatives more available and assist in creating a global market, sharing good practice, learning from one another, reusing relevant solutions and avoiding mistakes, co-financing to assist emerging economies, and achieving global transformation.

When discussing how global digital cooperation could make a difference, **Haiyan Qian** stressed that Europe was a global leader in eGovernment development and take-up; but, despite this fact, neither ICT nor eGovernment were on the global agenda as viable enablers of change, for instance in relation to environmental sustainability and social change. eGovernment should therefore be citizen-centric to ensure the empowerment and inclusion of all citizens, and a key enabler of change. Partnerships were therefore essential, not only between the public and private sectors, but also with people, stakeholder groups and non-governmental organisations.

Zoran Stančič reconfirmed the European Commission's commitment to work with other international organisations in the field of ICT and eGovernment. He also emphasised how the open method of coordination had enabled EU Member States to increase the efficiency and effectiveness of ICT-enabled change in public administration for the benefit of citizens, businesses and public administrations, an experience relevant for international cooperation, and in particular when involving stakeholders from civil society and the private sector

through consultation and partnerships for large-scale pilot projects such as STORK (for eID and eSignatures) and PEPPOL.

Karin Gavelin asked the panel and Haiyan Qian in particular about what issues should dominate until the 6th Ministerial eGovernment Conference in Poland in 2011. Ms Qian emphasised that eGovernment was not only about technology. There was a need to understand and develop a sustainable strategy for eGovernment in particular in relation to next generation solutions and actual service use, as well as a need to focus not only on global cooperation but also public and private citizen involvement.

In light of European state-of-the-art and good practice cases, Mr Wilson asked Zoran Stančič what future eGovernment policies and solutions in the next five years could form the basis for global teamwork. Mr Stančič highlighted the need to continue to roll out infrastructure in Europe, in particular in rural areas, and noted that the Member States still needed to utilise the sum of more than one billion euros made available. He highlighted the fact that some countries would find future developments easier, whereas others faced more complex challenges, and here the European Commission and other international organisations had shown their willingness to assist, but they would face obstacles.

In response to the question about private sector examples and approaches that worked internationally, Larry Hirst noted that, in the current era of SMEs, there were lessons to be learned from retail, logistics and the technology sector. There was also a realisation that nobody could move the agenda forward without cooperation. He highlighted the issue of the financial crisis as a global crisis that could only be solved by international cooperation, but which also illustrated the need for mutual frameworks in order to solve a given issue. This was also an issue for eGovernment.

On the issue of frameworks and how the needs of the public sector organisations were balanced with the need for flexibility for SMEs, Randeep Sudan emphasised technology as an enabler but not a substitute. He also highlighted the need to radically rethink government organisations and processes to address the needs for the private sector.

Plenary 10: Visions for the eUnion

Speakers
- **Mats Odell,** Minister for Local Government and Financial Markets, Sweden
- **Witold Drożdż**, Undersecretary of State, Ministry of the Interior and Administration, Poland
- **Zoran Stančič,** Deputy Director General for Information Society and Media, European Commission

Session Summary

This session commenced with a vote on the relative importance of the different priorities present in the Ministerial Declaration. The priority given the most support by the session audience was that of empowerment. Minister **Mats Odell** summarised the conference, highlighting the digital discussion taking place in parallel with the conference: over 1,000 tweets had been posted with the hash tag #egov2009 during the conference. He also spoke about the unConference that had taken place in parallel with the second day of the conference, and hoped to see more cooperation in this area.

Zoran Stančič highlighted the key issues discussed at the conference: efficiency and effectiveness, empowerment, and mobility of citizens and businesses. He stated that collaboration was a key term, with more public-private and public-civic cooperation necessary to push forward the process. One of the key challenges was to ensure that these new services were not restricted to certain elements of the population.

Witold Drożdż gave the final speech of the conference which focused on the needs of eGovernment for the future. He invited all participants to the 6th Ministerial eGovernment Conference in 2011, which would be held during the Polish Presidency of the European Council.

Mats Odell closed the conference with two reflections: this was the next big wave of democracy, and eGovernment could make a difference.

Mats Odell, Witold Drożdż and Zoran Stančič

Ministerial Declaration on eGovernment
approved unanimously in Malmö, Sweden,
on 18 November 2009

We, Ministers responsible for eGovernment policy of the European Union (EU) Member States, the Candidate Countries and the European Free Trade Area (EFTA) Countries, have unanimously approved this declaration in Malmö, Sweden, on 18 November 2009, under the chairmanship of Minister Mr Mats Odell, representing the Swedish Presidency, and in the presence of the Vice-President of the Commission in charge of administrative affairs, audit and anti-fraud, Mr Siim Kallas, on the occasion of the Ministerial eGovernment Conference "Teaming up for the eUnion" of the Swedish Presidency

Background

1. We recognise that Europe is currently facing serious economic, social and environmental challenges. As our governments move to face and overcome these challenges, there is a growing expectation from European citizens and businesses for their governments to be more open, flexible and collaborative in their delivery of public services across Europe.

2. We recognise that eGovernment has not only become mainstream in national policies but has also reached beyond national boundaries to become an important enabler to deliver European-wide policy goals across different sectors, from justice to social security, to trading business services and beyond.

3. We recognise that better public services need to be delivered with fewer resources, and that the potential of eGovernment can be increased by promoting a common culture of collaboration and by improving the conditions for interoperability of our administrations. Such a culture should be underpinned by the principles of Good Administration.

4. We recognise that previous declarations on eGovernment agreed under the Belgian, Italian, United Kingdom and Portuguese Presidencies have inspired collaboration and sharing between Member States and fostered progress at the European level.

Our Joint Vision and Policy Priorities for 2015

5. We aspire to a vision whereby European governments are recognised for being open, flexible and collaborative in their relations with citizens and businesses. They use eGovernment to increase their efficiency and effectiveness and to constantly improve public services in a way that caters for users' different needs and maximises public value, thus supporting the transition of Europe to a leading knowledge-based economy.

6. Through this declaration, we will build on past achievements and increase our collaboration on eGovernment. Our public administrations should jointly strive for the following policy priorities, to be achieved by 2015.

- Citizens and businesses are empowered by eGovernment services designed around users' needs and developed in collaboration with third parties, as well as by increased access to public information, strengthened transparency and effective means for involvement of stakeholders in the policy process,

- Mobility in the Single Market is reinforced by seamless eGovernment services for the setting up and running of a business and for studying, working, residing and retiring anywhere in the European Union,

- Efficiency and effectiveness are enabled by a constant effort to use eGovernment to reduce the administrative burden, improve organisational processes and promote a sustainable low-carbon economy,

- The implementation of the policy priorities is made possible by appropriate key enablers and legal and technical preconditions.

7. We, Ministers responsible for eGovernment policy of the EU Member States, Accession States and Candidate Countries and of the EFTA Countries, agree to strive for this vision and to collaborate closely with the European Commission in order to define new actions based on our policy priorities for the period from 2011 to 2015. These actions should be underpinned by our obligations under national and European legislation, in particular those on privacy and data protection and administrative procedures. These actions should further build upon and extend existing initiatives at all levels whilst taking into account the importance of information and network security across borders.

8.The objectives set out in this Declaration are entirely without prejudice to the competencies exercised at European, national or sub-national level by a variety of public administrations. The objectives set out in this Declaration are proposed as ways to improve efficiency and enhance quality in the exercise of those competencies through cooperation between Member States.

Our Shared Objectives by 2015

Citizens and businesses are empowered by eGovernment services designed around users' needs and developed in collaboration with third parties, as well as by increased access to public information, strengthened transparency and effective means for involvement of stakeholders in the policy process.

Our public administrations should therefore:

9. **Improve eGovernment services to cater for the different needs of users and deliver them in the most effective way.** We will develop user-centric services that provide flexible and personalised ways of interacting with public administrations. We will develop multi-channel strategies in order to deliver eGovernment services in the most effective way. We will develop inclusive services that will help to bring down barriers experienced by digitally or socially excluded groups. Efficient eGovernment services built around the needs of users will increase trust in government and contribute to higher user satisfaction whilst achieving efficiency gains.

10. **Invite third parties to collaborate on the development of eGovernment services**. We will actively seek collaboration with third parties, for example businesses, civil society or individual citizens, in order to develop user-driven eGovernment services. Collaboration with third parties will stimulate the creation of innovative, flexible and personalised services, increase the overall effectiveness of services and maximise public value.

11. **Increase availability of public sector information for reuse.** We will increase availability of public sector information for reuse in accordance with the spirit of and the conditions established by Public Sector Information Directive 2003/98/EC. We will encourage the reuse of public data by third parties to develop enriched services that maximise the value for the public. New demand-led information products and services enabled by the reuse of public sector information will support the transition of Europe to a knowledge-based economy.

12. **Strengthen transparency of administrative processes.** We will explore how we can make our administrative processes more transparent. Transparency promotes accountability and trust in government.

13. **Involve stakeholders in public policy processes.** We will actively develop and promote effective, useful and better ways for businesses and citizens to participate in the policy processes. Increased public engagement through more effective methods at all levels enhances government's efficiency and effectiveness and improves the quality of its decisions and services.

Mobility in the Single Market is reinforced by seamless eGovernment services for the setting up and running of a business and for studying, working, residing and retiring anywhere in the European Union.

Our public administrations should therefore:

14. **Create a noticeable and positive change in the ease with which a business can be set up and run in the Single Market.** We will enable and support the creation of seamless cross-border eGovernment services focusing our efforts on how businesses can be set up and provide and procure services and goods. To achieve this we will increase the trustworthiness, security and interoperability of eGovernment services and systems in the Single Market in order to enable and support the creation of seamless cross-border services. A well-functioning Single Market is a prerequisite for increased competitiveness of the EU.

15. **Create a noticeable and positive change in the ease with which citizens can study, work, reside and retire in any Member State.** We will enable and support the creation of seamless cross-border eGovernment services by focusing our efforts on these life-stages. Providing cross-border eGovernment services and enabling efficient electronic cooperation between Member States should make mobility for citizens easier and less costly.

16. **Develop cross-border eGovernment services that are based on real social and economic needs.** We will initiate joint projects of cross-border eGovernment services based on specific needs. Sectoral projects would benefit from synergies with other sectors and the reuse of existing infrastructures rather than developing specific sectoral-based solutions.

Efficiency and effectiveness are enabled by a constant effort to use eGovernment to reduce the administrative burden, improve organisational processes and promote a sustainable low-carbon economy.

Our public administrations should therefore:

17. **Reduce the administrative burden for citizens and businesses.** We will use eGovernment to reduce administrative burdens, partly by redesigning administrative processes in order to make them more efficient. We will exchange experience and jointly investigate how public administrations can reduce the frequency with which citizens and businesses have to resubmit information to appropriate authorities. We will emphasise respect for privacy and data protection with regard to the use of personal data since it is crucial for enhancing confidence and trust. Trust and security are integral for take-up of services by citizens and businesses when creating services that rely on the electronic exchange of information.

18. **Consider how organisational processes could be improved.** We will analyse on a routine basis how organisational processes can be developed when we apply information and communication technologies in order to increase efficiency and effectiveness. We will foster innovation and relevant skills of our civil servants in order to increase the capabilities of our public administrations. We will also share experience, good practice and research on how this can be achieved. eGovernment is an important enabler for organisational improvements.

19. **Reduce their carbon footprint.** We will use information and communication technologies to support our efforts in making demonstrable reductions in carbon emissions and in contributing to wider carbon reduction targets. We will cooperate to build a common understanding of what our targets and measurements are to lower energy consumption. Information and communication technologies play a leading role in the fight against climate change, contributing to a sustainable low-carbon economy.

The implementation of the policy priorities is made possible by appropriate key enablers and legal and technical preconditions.

Our public administrations should therefore:

20. **Create appropriate preconditions and key enablers to ensure closer administrative cooperation.** We will conduct studies to identify and evaluate legal, organisational, semantic, and technical obstacles that hinder the development of cross-border eGovernment services and consider their solutions. Information exchange and administrative cooperation in the European Union enable our administrations to intelligently connect with each other, businesses, citizens and organisations in order to reach joint objectives and to facilitate the implementation of European legislation.

21**. Pay particular attention to the benefits resulting from the use of open specifications in order to deliver services in the most cost-effective manner.** We will ensure that open specifications are promoted in our national interoperability frameworks in order to lower barriers to the market. We will work to align our national interoperability frameworks with applicable European frameworks. The Open Source model could be promoted for use in eGovernment projects. It is important to create a level playing field where open competition can take place in order to ensure best value for money.

22. **Regard innovation as an integral part of our way of working.** We will promote innovation in eGovernment services through research and development, pilot projects and other implementation schemes. We will explore and develop the possibilities offered by new open and flexible service architectures and new computing paradigms. Innovation is a central part of eGovernment and will contribute to the goal of making Europe a leading knowledge-based economy.

Our Joint Governance and Implementation of the Policy Priorities

23. **We regard this declaration as our joint policy priorities until 2015.** We commit ourselves to take all the appropriate measures in order to reach these objectives and we will ensure that our national strategies and policies reflect the priorities outlined in this declaration. We will submit this Declaration to the Council and invite the European Commission to include these priorities in the Action Plan for eGovernment.

24. **We invite the Commission to secure the full support of the Member States through collaboration and coordination on the development of the action plan for 2011 to 2015**, based notably on the objectives in this declaration, in the form of a Communication. A larger mid-term evaluation, based on an agreed methodology produced in collaboration between the Commission and the Member States, should be conducted in 2013 to assess the progress and difficulties encountered in the implementation of the action plan.

25. **We invite the Commission to organise the joint governance of the forthcoming action plan.** The Member States should follow up the implementation of the Action Plan through membership of a steering group,

chaired by the Commission. This group should consist of representatives responsible for the national strategies on eGovernment. The group should meet periodically and suggest necessary adjustments to priorities, objectives and actions.

26. **We further invite the Commission to take appropriate measures to support the objectives of this declaration:**

   a. **Optimise the use of available resources and instruments** in order to maximise the effect of the Declaration and the forthcoming action plan. This includes conducting studies, surveys, research and development, pilots and other available implementation schemes, using the open method of coordination and investigating the need for adequate rules and regulations. Progress of eGovernment in the EU, its take-up and impact should be measured annually using a mix of instruments and methodologies in collaboration with the Member States.

   b. **Coordinate ongoing and future European eGovernment projects** so they align with the forthcoming action plan in order to facilitate sharing and avoiding unnecessary duplication of work. This includes those resulting from the ICT Policy Support Programme in the context of the Competitiveness and Innovation Framework Programme, the Programme for Interoperability Solutions for European Public Administrations, the Framework Programmes for Research or any other relevant programmes and activities of the European Commission. Dissemination and take-up of the results of large-scale projects in the Member States should be supported and solutions to ensure the sustainability of pilots and actions under these projects and programmes should be explored. The coordination of activities should take into account the specificities of different Member States.

   c. **Conduct studies of the existing and future need for cross-border eGovernment services** for setting up and running a business in the Single Market and for studying, working, residing or retiring in Europe. These studies will provide the foundation for initiating joint projects for reinforcing the Single Market.

   d. **Identify gaps in cross-border interoperability and mutual recognition** and intensify the activities on key enablers such as trustworthy electronic identity, electronic signatures and electronic documents, and continue developing a joint infrastructure, for example the Internal Market Information system, that can be used by all Member States administrations and the Commission in the provision of cross-border services. The programme for Interoperability Solutions for European Public Administrations and other European interoperability activities should play an important role in achieving this goal. When available, existing infrastructure should be used to build additional services and development of new infrastructures should be based upon real needs, which are commonly approved.

   e. **Continue to support the efforts of the Member States** towards more open, flexible and collaborative governments by further harnessing the potential of information and communication technologies and eGovernment within the Commission through the relevant strategies and action plans.

   f. **Continue to support the sharing of experiences and good practice** between our public administrations and with the private sector and civil society. Civil servants should be encouraged to exchange experiences with colleagues, businesses and citizens. A culture of collaboration and sharing should be promoted in order to engage the community of eGovernment professionals in our public administrations.

27. Finally, we expect close cooperation between Member States, third countries, international institutions and the European Commission towards the post-i2010 initiative. We encourage the forthcoming Presidencies to undertake appropriate initiatives and continue to actively support the Commission in developing the post-i2010 initiative. By implementing this Declaration, and by teaming up for the eUnion, Europe creates the opportunity for global leadership in eGovernment.

Speakers' bios

(in alphabetical order)

Arnaldo Abruzzini, Secretary General, EUROCHAMBRES

Arnaldo Abruzzini is the Secretary General of EUROCHAMBRES, the European Association of Chambers of Commerce and Industry, a Brussels-based organisation with 45 national chamber members from all over Europe, from Russia to Portugal and from Iceland to Israel, and one transnational chamber organisation. EUROCHAMBRES represents more than 2,000 local chambers of commerce and industry with more than 19 million member companies.

Mr Abruzzini's main activities include lobbying at European level on socio-economic issues such as enterprise and employment policies, and delivering services related to market access, capacity building and trade and investment promotion to chambers of commerce as well as directly to companies at international level.
He is still a member of several boards of directors and a shareholder in companies working in the IT and voice- and call-processing sectors. Prior to joining EUROCHAMBRES in 1999, he founded and managed several companies active in strategic development, marketing, communications and business consultancy in Europe and the United States of America. He has a solid financial background, having worked previously in investment banking. A native of Italy, Mr Abruzzini is a graduate of La Sapienza University, Rome.

Jacques Barrailler, Director, State Procurement Agency, France

Jacques Barrailler is the Director of the French State Procurement Agency, which was created in March 2009.
He reports to Eric Woerth, the French Minister for the Budget, Public Accounts, the Civil Service and State Reform. He supervises the purchasing of all regular materials and services and heads the professionalisation of the purchasing function across all state organisations. He recently launched a major transformation programme, which includes identification of best practices, globalisation, management by objectives, people development and process simplification. Before taking on this responsibility, Jacques was the chief purchasing officer of four large multinational companies, including Aventis Pharma (Frankfurt, Germany), Pechiney and Alcan (Montreal, QC, Canada), initiating major re-engineering of the function and striking results. He has been director for four years of the board of Quadrem, a unique global eMarketplace, based in Dallas, USA, and is a regular lecturer on purchasing at the Grenoble Ecole de Management. Jacques is 56 and is married with four grown-up children.

Matthew W. Barzun, Ambassador, US Embassy, Sweden

Matthew Barzun was sworn in on 12 August 2009 as Ambassador of the United States to the Kingdom of Sweden, and presented his credentials to HM King Carl XVI Gustaf on 21 August 2009.
Prior to becoming an ambassador, Mr Barzun had a successful career in business. He was the president of BrickPath LLC, where he advised and invested in Internet media companies. Prior to BrickPath, Mr Barzun served as executive vice president of the CNET Networks Business Technology Group. Mr Barzun was responsible for helping to further cement the leadership position of the CNET Networks business technology brands, including News.com, ZDNet, TechRepublic, and Builder.com. Prior to this, Mr Barzun was chief strategy officer of CNET Networks, where he advised the CEO and the executive committee on business and organisational alignment across the company's divisions, including leading the efforts to define and communicate the company's mission, values, and corporate goals.

Ambassador Barzun has served on the boards of many non-profit civic organisations focused on education, public policy and interfaith relations. He graduated with a Magna Cum Laude in History and Literature from Harvard College. Ambassador Barzun lives in Louisville, Kentucky, with his wife and three children.

Paul D. Bell, President, Dell Global Public Sector, United States of America

Paul Bell is the President of the Dell Global Public Sector in the USA. As such, he leads the team that helps government, education and healthcare organisations make full use of information technology to achieve their missions of improving lives around the world. As a stand-alone business, Dell's Public Sector business unit would rank among the Fortune 200. Mr Bell has been with Dell for more than 13 years and has extensive knowledge of all of the company areas. He ran Dell's Worldwide Home and Small Business Group before relocating to the United Kingdom, where he managed Dell's Europe, Middle East and Africa business. After seven years in Europe, he returned to the United States of America to manage Dell's commercial business in North and South America. Born in North Africa, Mr Bell worked with the Peace Corps early in his career, helping to develop and modernise the fishing industry in Tunisia to create jobs and bring more opportunities into the country. His current leadership role in the Global Public Sector is complemented by his broad international experience and long-standing personal passion for public service. Mr Bell is currently the Executive Sponsor and Chairman of Dell's Global Giving Council, an organisation that seeks out and supports philanthropic programmes, including Dell YouthConnect, which helps connect children to the digital world. Mr Bell earned bachelor's degrees in Fine Arts and Business Administration from Pennsylvania State University and a master's degree in Business Administration from the Yale School of Organization and Management. He is an instrument-rated pilot, and enjoys travelling with his wife, Maryann, and three children.

Gábor Bodi, State Secretary for ICT and eGovernment, Hungary

Gábor Bodi is currently State Secretary of the Hungarian Prime Minister's Office, responsible for ICT and eGovernment.

Professional experience include: Prime Minister's Office, Secretariat of the State Secretary for Public Administration and Regional Policies, International Division, Project Manager (October 2000 – June 2002); Prime Minister's Office, Office of Government Information Technology and Civil Relations, Head of Unit, co-coordinator of PHARE ACCESS Programmes (July 2002 – December 2003); Prime Minister's Office, Electronic Government Centre, Department of Service Development, Deputy Head of Department, Government Advisor (January 2004 – November 2005); Prime Minister's Office, Electronic Government Centre, Department of Electronic Administration, Head of Department, Senior Government Advisor (December 2005 – February 2008); Prime Minister's Office, Strategic Centre for Electronic Public Administration, Director General (March – May 2008).

Professional interests and competences include: NGO access to funds (EU resources, NCA, national sponsors) and their state in the European Union; The relationship between the civil sector and public administration (public roles of NGOs); Hungarian and international tendering systems; Building international connections, cooperation; Organisation development in the public administration; Electronic public administration; The relationship between electronic government and the modernisation of PA;Developing public administration (the concept of the service providing state and efficiency); International memberships; OECD Public Governance Committee, EGovernment Steering Committee; IDABC Programme PEGSCO and PEGSCO TWG Committees; European Public Administration Network (EPAN), EGovernment Working Group; Council of Europe, Ad-hoc Group on E-Democracy (CAHDE); ICA (International Council for Information Technology in Government Administration);i2010 eGovernment Working Group.

Publications include: Capital investing in Hungary and the Hungarian MNCs – Köz-politika, (2003/10); PPP opportunities in Hungary – or implementing the UK's experience in the cooperation of public and private entities in Hungary – Köz-politika, (2004/1); In Race Condition; Hungarian NGOs' possibilities to gain access to EU resources (handbook) – Századvég Kiadó, (2004); Presentations at high-level international and national conferences and training seminars on the role of NGOs in the EU, as well as on eGovernment-related issues.

David Broster, Head of the Information Society Unit, Joint Research Centre, Institute for Prospective Technological Studies, European Commission

David spent 15 years as a designer, developer and researcher in the semiconductor industry before joining the European Commission's ESPRIT Microelectronics in 1989, where he was responsible for the EU contribution to the JESSI Programme (1990-1996). From 1999 to 2002, he worked in DG Information Society's Strategy Unit and was responsible for setting up the IST advisory group ISTAG and the development of the notion of ambient intelligence, with a budget of 400 million euros dedicated to cross-IST-programme research activities. In 2003, he was appointed head of unit for the eTEN programme and had an annual budget of 45 million euros, supporting the validation and deployment of electronics services in the public interest, including eGovernment, eHealth, eInclusion, eLearning, trust and security, and services for small and medium enterprises. In 2007, David formed the eGovernment and CIP Operations Unit and was responsible for Europe's eGovernment Action Plan and the operational preparations for launching the ICT Policy Support Programme (ICTPSP), a key pillar of the Commission's new Competitiveness and Innovation Programme (CIP). Since the summer of 2008, David has worked at the Commission's Joint Research Centre, Institute for Prospective Technological Studies, Seville, where he is currently leading the Information Society Policy Research Unit, which undertakes techno-economic and socio-economic research, responding to challenges and supporting key Information Society policies. The scope of the research ranges from ICT industry research intensity and digital economy to electronic identity, search, personal health systems, social computing, inclusion and the use of IT for enhancing learning and skill development.

Antoine Brugidou, Vice-President and Global Managing Director, Public Service Industries, Accenture France, France

Antoine Brugideu is since 1985: Accenture France, 118 Avenue de France 75013 Paris, France,   Consulting Public Sector.

Client Senior Executive for the European Commission, Global Managing Director Public Service Industries in charge of: Public service industry programmes covering Human Services, Defence, Revenues and Finance, Border Management and Public Safety, Postal, Education, Agriculture (analysis of trends across geographies, development of cross-country strategies, alliances, development of offerings and assets, development of resources and skills); Development of new geographies (China, Brazil, Mexico, India, Eastern European countries) and definition of growth initiatives: acquisitions, new offerings, reorganisation, sourcing.

Client Senior Executive for the European Commission in charge of: Coordination of the multiple Accenture initiatives in relation to the Commission (sustainability, education, energy, border management, health, public safety); Direct responsibility for main programmes for the Commission (DG JLS [Justice, Freedom and Security], DG TAXUD [Taxation and Customs Union]) and the European Parliament; Development of a European think tank (Government of the future) with the support the Lisbon Council and the College of Europe. This think tank will be

focused on European government and administration performance and transformation (delivering more with less).

Vice President of Accenture France: in charge of the relationships between Accenture France and the public powers and the development and positioning of Accenture in the public sector: Management of the Accenture network including public powers, politicians, members of the government, members of parliament, C-level civil servants and executives; Supervision of Accenture activities in the public sector (business consulting, system integration, outsourcing); Direct involvement in key strategic programmes: Chorus: implementation of an ERP to deploy the new principles of public spending (LOLF) in all French administrations (20,000 users), RGPP (French state transformation programme), Copernic Tax Online, directly for classified defence work

Laurenţiu Bunescu, Project Manager, Telecentre-Europe, Romania

Laurenţiu Bunescu has been involved in the European telecentre movement since 2005. He joined Telecentre-Europe in his current role as Project Manager in early 2008, where he now focuses on supporting network members and developing a forward-looking strategy. He also manages a number of projects including the European Study Visit scheme, and most recently the Telecentre-Europe Summit in Istanbul. Before working for Telecentre-Europe, Laurenţiu established one of the first telecentres in Romania, and became a facilitator and supporter of the Romanian national network of telecentres. With a strong background in the non-profit sector, Laurenţiu's early experience in Eastern European grassroots community development provides a major insight into understanding the network of community telecentres across the whole of Europe.

Pilar Conesa, Chief Information Officer and eGovernment Director, Barcelona City Council, Spain

Pilar Conesa has been CIO and eGovernment Director of Barcelona City Council since October 2007, and is responsible for eGovernment, business processes and ICT. Ms Conesa has spent more than 15 years working in different management positions at ICT companies and public organisations at both national and international level, and was previously the director general for public administration and health at T-Systems (Deutsche Telekom Group). Since 2005, she has been an external evaluator for the Catalan University Quality Agency. Ms Conesa was also involved in the organising committee for the 1992 Barcelona Olympic Games. Ms Conesa holds a master's degree in Computer Sciences from the Polytechnic University of Catalonia, and also successfully completed the Business Management programme at IESE, one of the most prestigious business schools in Europe.

Bridget Cosgrave, Director General, DIGITALEUROPE

Bridget Cosgrave is Director General of DIGITALEUROPE, the pre-eminent advocacy group of the European digital economy, acting on behalf of the information technology, consumer electronics and telecommunications sectors. DIGITALEUROPE is dedicated to improving the business environment and to promoting industry's contribution to economic growth and social progress in the European Union. As the primary spokesperson to promote the collective interests of the digital economy, Ms Cosgrave ensures industry participation in the development and implementation of EU policies. DIGITALEUROPE's members include 62 leading corporations and 42 national trade associations from 29 countries: altogether 10,000 companies with two million employees and 1,000 billion euros in revenues. To find out more about its activities, visit hwww.digitaleurope.org.

Birdget Cosgrave's career spans general management in the telecommunications industry (BtoB and BtoC), advocacy and technical standardisation, investment banking and corporate development in industry. Her background ensures an understanding of the importance of economic growth for both the creation of shareholder value and the support of prosperity and human development. Ms Cosgrave is active in corporate governance through her board mandates as an independent non-executive director at two world-leading companies, Essilor International SA of France and SES SA of Luxembourg. Ms Cosgrave holds a master's degree in Business Administration from the London Business School (UK) and a bachelor of arts, Honours, from Queen's University in Kingston, Canada. She has attended the Chartered Director programme of the UK Institute of Directors and the Leadership Academy of the United Nations University at the University of Jordan (Amman), and completed a corporate governance mentorship programme run by CMi. She is a dual Canadian and Irish citizen, and speaks fluent French. She has been living and working in Europe since 1984. She resides in Brussels with her Belgian husband and their daughter.

Aart de Geus, Deputy Secretary General, OECD

As Deputy Secretary General,. Aart de Geus overlooks the OECD agenda in the areas of employment, labour, social affairs, (including pensions, health and migration), education, public governance and territorial development. He is also responsible for coordinating the horizontal Making Reforms Happen project, OECD activities on gender and diversity issues, and preparing ministerial council meetings. Mr de Geus, a Dutch national, was minister of social affairs and employment in the Netherlands from 2002 until 2007. As minister, he introduced major reforms in the Dutch social security system, notably by turning it into an activating system in which citizens, employers and local authorities have their own responsibilities. During the four years of his tenure, he concluded major national agreements with social partners on wages, social security reforms and tax facilities for early retirement. He chaired the OECD Social Policy Ministerial Meeting in 2005 and has served in various functions at local, national and international level. From 1998 until 2002, Mr de Geus was a partner at Boer & Croon, an Amsterdam-based company for strategy and management, where he worked in the fields of government, healthcare, pensions and human resource development. Mr de Geus served as vice-chairman of the executive board of the National Federation of Christian Trade Unions from 1993 to 1998, where he focused on social security, healthcare, pensions, labour market policy, income policy and education. He has been a member of the Trade Union's executive board since 1988. Prior to that, Mr de Geus worked as a lawyer in the industry sector of the Christian Trade Union. He has a Law degree from the Erasmus University in Rotterdam and completed post-graduate studies in Labour Law at Nijmegen University. Mr de Geus is married and has three children. He took up his current duties on 5 March 2007.

Fernando de Pablo Martín, Director General for the Promotion of eGovernment, Ministry of the Presidency, Spain

Born on 2 November 1958 in Garcillán (Segovia), Fernando de Pablo Martin ismarried with three children.

As a telecommunications engineer, he entered the Civil Service in 1992 after working for a decade for private companies. He was deputy director general for software developments and the head of media management and resources at the Central Delegation of Large Taxpayers, both positions at the national tax agency. Since 2009, he has been Director General for the Promotion of eGovernment. As such, he is responsible for Spanish eGovernment strategies and policies and the national eGovernment shared infrastructure.

Karel De Vriendt, Head of Unit, European eGovernment Services, European Commission

Karel De Vriendt is a Dutch-speaking Belgian who holds a Nuclear Engineering degree and postgraduate degrees in IT and Public Management. After having worked for seven years as a software engineer and project manager for a large multinational telecommunications company, he started to work for the Commission in what is now the Information Society and Media Directorate-General, following up research projects related to software engineering. Thereafter, he worked for 15 years for the Commission's internal IT service, managing projects and teams working on electronic mail, networking and telecommunications, user support and application development. Since mid-2005, he has been responsible, in the Enterprise and Industry Directorate-General, for the Pan-European eGovernment Services Unit. This unit is responsible for the IDABC programme, the objective of which is to identify, support and promote the development and establishment of pan-European eGovernment services and the underlying infrastructure supporting the Member States and the Community in the implementation, within their respective areas of competence, of Community policies and activities, achieving substantial benefits for public administrations, businesses and citizens.

Witold Drożdż, Undersecretary of State, Ministry of the Interior and Administration, Poland

Appointed on 16 November 2007 as Undersecretary of State at the Ministry of Interior and Administration, Witold Drożdż is responsible for: information society development; informatisation of public administration; national registers; civil affairs and ICT infrastructure. He is a graduate in law and international relations. From 1997 to 1999, he worked as an advisor in the Ministry of the Interior and Administration (emergency and crisis management and supervision of public security, fire fighting and civil protection services subordinate to the ministry). After 1999, he occupied managerial positions in commercial law companies, and in 2005 was appointed director of a telecommunications company. He is a member of the Council of Warsaw University Graduates and a member of the Polish IT Society. He is a founding member of the Association of Information Security Administrators and of the Polish branch of the Association for the Development of Information Security Management Systems (ISMS). He is the government plenipotentiary for preparing administrative bodies for cooperating with the Schengen Information System and Visa Information System; Vice-President of the Council of Ministers' Committee for Informatisation and Communication; head of the interministerial team responsible for implementing the Digital Poland Programme; member of the team for the promotion of the Republic of Poland; and winner of the Electronic Economy Ambassador prize in 2008 and the Infostat prize in 2009.
He is 35 years old, married, and has an eight-year-old daughter.

Anne-Marie Eklund Löwinder, Quality and Security Manager, .SE (The Internet Infrastructure Foundation), Sweden

Anne-Marie Eklund Löwinder has been Quality & Security Manager at .SE (the Internet Infrastructure Foundation) since 2004, and she is responsible for the security, stability and robustness of the implementation, planning and long-term strategic management of the Swedish ccTLD, .se. She is a specialist in areas such as DNSSEC and other security efforts that seek to develop and advance the security of Internet infrastructure. She has been working within the information security area since completing her degree in Computer Science from the University of Stockholm in 1984. She is also a member of the boards of the Swedish ISOC Chapter, ISOC-SE and the Swedish Network Users' Society, SNUS.

Dan Ericsson, State Secretary at the Ministry of Finance, Sweden

Dan Ericsson is State Secretary for the Minister for Local Government and Financial Markets, Mats Odell, and is responsible for the areas of local government, public administration and housing. Dan Ericsson was born in 1957 and studied Political Science and Economics at Stockholm University. Before joining the government offices as state secretary, he was a consultant and communications advisor (2000-2006), chair of the Riksdag's Committee on Agriculture and the Environment (1998-2000), and a member of the Riksdag (1991-2000). At various times during his years as a member of the Riksdag, Dan Ericsson was a member of the Nordic Council, the Export Control Council and the Board of the Swedish Environmental Protection Agency. He has also served as a member of a number of government-appointed inquiry committees, including the Committee for the Reform of Agricultural Policy in the EU, the Energy Commission, the Environmental Code Inquiry Committee and the Climate Policy Committee. Prior to becoming a member of the Riksdag, Dan Ericsson was a member of the Municipal Council in Norrköping (1991-2000), served as chair of Kolmården District Committee, Norrköping Municipality (1992-1993), as a member of the Östergötland County Council Assembly, political adviser in the county council (1988-1991), and as a member of the Östergötland County Administrative Board (1992-2000). From 1985-1989 and 1993-1994, Dan Ericsson was Secretary General of the Swedish Christian Democrats, and a member of the Christian Democrat National Executive from 1982-2000.

Erik Fossum, Director General, Brønnøysund Register Centre, Norway

Mr Fossum has held the position of Director General and Registrar of Brønnøysund Register Centre in Norway since 1994. Prior to this, he was the assistant director general. Mr Fossum has been a circuit judge and has held executive positions within several public sector agencies, including the Directorate of Labour, the Social Security Tribunal, the Gender Equality Ombudsman and the Directorate for Seamen. Mr Fossum has held board positions in health enterprises and was the president of the European Commerce Registers Forum (ECRF) from 2001-2002. He has been a board member of the European Business Register (EBR) since 2006. He has participated in a number of business and economy development projects in Africa, Eastern Europe and the EU. Mr Fossum has a master's degree in Law from the University of Oslo and undertook further studies in management development, IT, total defence and alert, languages and international cooperation. He is a co-author of the Norwegian commented law statutes.

Mark Frequin, Director General for Energy and Telecom, Ministry for Economic Affairs, Netherlands

Since January 2006, Mark Frequin has been Director General for Energy and Telecom. Before this, he was director general for Telecommunications and Post, first in 2002 for the Ministry of Transport, Public Works and Water Management, and then in 2003 at the Ministry of Economic Affairs. In that role he is also responsible for the national coordination of ICT policy. Prior to this, he was deputy secretary general of the Ministry of Justice in 2000 and 2001. In 1988, he worked at the Ministry of Education, Cultural Affairs and Science, first as deputy director for secondary education, in 1993 as director of strategy and policy (strategy, minister/state secretary support and international policy) and then in 1996 as director of primary education (basic and special education). Mark Frequin was born in 1953 and studied Social and Economical Geography and Urban and Rural Planning at the University of Groningen.

Francisco García Morán, Director-General for Informatics, European Commission

Francisco García Morán holds a degree in Mathematics from the University of Seville and a degree in Computer Science from the Polytechnic University of Madrid. He started his career at the University of Seville and Ministry of Education and Science of the Regional Government of Andalusia, where he worked as the head of the IT service. Since joining the European Commission in November 1986, he has continued working in the IT area, first at the Informatics Directorate and then at the Directorate-General for Translation. In 2001, he was appointed director of informatics at the Directorate-General for Personnel and Administration. He was responsible for establishing the Directorate-General for Informatics (DIGIT) in May 2004 of which he was appointed Director General in November 2005. The Directorate-General for Informatics defines the IT strategy of the European Commission, provides its ICT infrastructure and, since January 2007, has also been responsible for the IDABC programme (Interoperable Delivery of pan-European eGovernment Services to Public Administrations, Businesses and Citizens). He is member of the management board of ENISA.

Karin Gavelin, Consultant/Project Manager, Involve

Karin Gavelin is a consultant and researcher specialising in public involvement, online engagement and the relationship between government and civil society. She worked for four years as a project manager at Involve in London, where her clients included the UK Government, the European Commission, the OECD and local authorities. She has written several handbooks and research reports on public and stakeholder dialogue.

Karin Gavelin is currently based in Stockholm, Sweden, where she works as an independent consultant and academic researcher.

Peter Gilroy, Chief Executive Officer, Kent County Council

Peter is the Chief Executive of Kent County Council and his career has taken him into the public and private sector in the UK and USA. He has worked in health and social care and was strategic director of social services in Kent before becoming chief executive. During his eight years as strategic director of social services, he took the largest social services department in the country from poor performance to excellent. He led nationally for ten years on asylum matters for the Association of Directors of Social Services (ADSS), and chaired the National Taskforce. He took a leading role on issues related to drugs and alcohol and child protection. Peter is a member of the advisory boards for the World Health Care Congress and Managing Long Term Conditions and chairs the Kent Film and Television Board. He launched the broadband channel KentTV.com and took the lead with the health service in Kent in commissioning what is now Europe's largest telehealth pilot, now involving a thousand people. He has also been a member of the Health Innovation Council set up by Lord Darzi. Peter has a number of external interests as well, including film and music.

Julia Glidden, Managing Director, 21c Consultancy, United Kingdom

Dr Julia Glidden is an online strategist and communications expert with extensive experience in the design and delivery of global eParticipation initiatives.

Julia Glidden is an internationally recognised expert in the field of citizen-centric government, Dr Glidden is a frequent keynote speaker, lecturer and seminar leader for public and private sector organisations around the world. Most recently, Dr Glidden used a keynote address at the launch of the Slovenian Presidency of the EU to

champion the importance of Web 2.0 technologies to the democratic process. She has authored numerous articles on enhancing citizen engagement, including a Council of Europe-sponsored volume on eParticipation, a review of the evolution of the British Government's eDemocracy policy, and a case study with Andrew Pinder, former UK e-Envoy, on the UK's Knowledge Economy Strategy.

Dr Glidden is currently active in several pan-European projects aimed at reconnecting citizens and governments. She recently oversaw all of the aspects of bid management, from writing to presentation, to help a client win a major multi-million pound public sector ICT transformation programme, and has been active in an initiative to improve local government in Southern Africa. Prior to launching 21c Consultancy, Julia served as managing director for Accenture eDemocracy Services, where she oversaw major ICT projects for countries ranging from the United Kingdom to the Philippines. A former strategic advisor to the International Centre of Excellence for Local eDemocracy (ICELE), Julia is currently a Non-Executive Director of the European Centre of Excellence for Automatic Identification and Data Capture (AIDC). She received her PhD in International Relations from Oxford University, and periodically lectures for the European Institute of Public Administration (EIPA).

Jonathon Gould, Managing Partner and Co-owner, Asia-Pacific Connections Ltd., Singapore

Jonathon Gould is a Co-Founder and Managing Partner of Asia-Pacific Connections (APC), where he manages consulting practice in the banking and technology sectors. His clients include payment associations, financial institutions, consulting firms, retailers and technology companies in the Asia-Pacific region and the Middle East. He has over 27 years of experience in the Asia-Pacific region, Europe and the USA. Until June 2008, he was vice president, Asia-Pacific, for ViVOtech, and spearheaded the company's efforts to establish itself as a leading NFC and contactless provider in the Asia-Pacific region. From mid-2000 until May 2002, based in Brussels, he was SVP, Business Development, Maestro International. From 1997 to 2000, he was SVP, Marketing, for MasterCard in the Asia-Pacific region, leading regional programmes for advertising and promotions, sponsorships, communications, new product development, acceptance development and market research. Prior to joining MasterCard, Mr Gould was the general manager, Asia-Pacific, for VeriFone. Mr Gould earned an MBA from the University of Michigan at Ann Arbor and an undergraduate degree in Economics from the University of California in Los Angeles. He is a board member of the American Chamber of Commerce and the American Association of Singapore. He is an avid sports enthusiast and enjoys distance running and cycling.

Viola Groebner, Director, Directorate B "Industrial Policy and Economic Reforms", Enterprise and Industry Directorate-General, European Commission

Viola Groebner began her career at the European Commission in 1978 as an administrator with the Directorate-General for Agriculture, where she worked on wine market organisation and in particular on relations with third countries. She then joined the DG for External Relations, dealing with various topics such as the GATT Uruguay negotiations, steel agreements and relations with the European Parliament. In 1997, she became head of unit of the automotive sector in DG Enterprise and, in September 1999, was appointed cabinet member for President Romano Prodi. As a cabinet member, she was in charge of all dossiers concerning the environment, industry and enterprise, regional policy and health and consumer policy. Before rejoining DG Enterprise in September 2008, she spent five years working as director in charge of resource management at DG Environment. Viola Groebner has a Law degree from the universities of Bonn and Munich.

Matthias Groote, Member of the European Parliament

Matthias Groote was born on 21 October 1973 in Leer/Ostfriesland (Lower-Saxony, Germany). He is married and has two daughters. Since 2005, he has been a Member of the European Parliament. Currently, he serves on the Committee on Constitutional Affairs (AFCO) and is a substitute on the Committee on the Environment, Public Health and Food Safety (ENVI), the Committee on Industry, Research and Energy (ITRE) and the Committee on Fisheries (PECH). Furthermore, he is a member of the Delegation for Relations with the United States of America and a substitute member of the Delegation for Relations with the Arab Peninsula. His key activities in the EP include European climate policy, European environmental policy and energy issues. Moreover, Matthias has been a member of the Telecoms Conciliation Committee and oversees policies on E-Participation, E-Democracy and Internet legislation in the ITRE Committee. Prior to serving as an MEP, Matthias Groote worked as a sales and mechanical engineer in the field of plant construction after graduating as an industrial engineer from the University of Applied Sciences in Wilhelmshaven (Germany). Before attending university, he completed vocational training as a mechanical engineer at Deutsche Bahn AG. In 1996, Matthias joined the Social Democratic Party of Germany (SPD) and currently holds several positions within the SPD on regional and local level. He was a member of the council of the Leer district (2001-2006) and has been a member of the executive committee of the SPD society of the Weser-Ems district since 2007.

Carola Gunnarson, First Vice President, Swedish Association for Local Government, Sweden

Carola Gunnarson has been the Mayor of the Municipality of Sala in Sweden since 1 January 2003. In 2007, she was elected First Vice President of the Swedish Association of Local Authorities and Regions.

The Swedish Association of Local Authorities and Regions represents the governmental, professional and employer-related interests of Sweden's 290 municipalities, 18 county councils and two regions. The association has been highly engaged in the development of eProcurement in Sweden, mainly through the joint Single Face To Industry (SFTI) initiative, which deals with marketing and awareness activities related to electronic procurement, developing common specifications, encouraging systems development and implementation, and supporting interoperability.

Ursula Hass, Vice-Chancellor, Blekinge Institute of Technology, Sweden

Ursula Hass is Vice-Chancellor at Blekinge Institute of Technology. Hass is also Associate Professor at the Department of Health and Society, Linköping University. She has extensive experience in research and the development of academic research, education and innovative partnerships between academia, industry and society, both at the national and international level. After graduation with a master's degree in Physics and Electronics in 1989 from Linköping University, she earned a PhD in Technology Assessment of Rehabilitation Engineering. From 1996-2002, Hass was the director of the Vinnova Competence Centre for Non-invasive Medical Measurements at Linköping University. The research centre was established through cooperation between academia, industry and county councils. Hass worked on the development of the "third mission" of academia as the vice dean of external relations at Linköping University from 2002-2007, and as a chairman and member of several boards of directors, including Innovation Bridge East AB, Netport Karlshamn and Blekinge Research Foundation.

Larry Hirst, Chairman, IBM Europe, Middle East and Africa, IBM

Larry Hirst is the Chairman of IBM Europe, Middle East and Africa (EMEA), and was appointed to this position on 1 April 2008. Prior to this, Mr Hirst was the general manager for IBM's operations in the UK, Ireland, the Netherlands and South Africa. Mr Hirst joined IBM in 1977. Since then, he has held a series of leadership positions, including sales operations leader for Eastern Europe and Russia (1989-1990), vice-president of the financial services sector for EMEA (1994-2001), and executive assistant to the IBM chairman based in the USA (1992-1993). Mr Hirst is an advisor on the Presidential International Advisory Council on Information Society and Development (PIAC) for South Africa and, in the UK, he is the Chairman of e-Skills, Chairman of the Transition to Teaching Steering Committee, Commissioner for the Government's Commission for Employment and Skills and Chairman of the Trade and Investment Executive Board for ICT.

André Hoddevik, Project Manager, PEPPOL, Agency for Public Management and eGovernment, Norway

André Hoddevik was born in 1969 in Norway. He is Project Director for PEPPOL (Pan-European Public Procurement Online) and Director of the Norwegian Agency for Public Management and eGovernment (Difi). He has been working on eProcurement in the public sector since 1999 with initiatives such as the Norwegian procure-to-pay portal Ehandel.no and the national tender notification service DOFFIN. He has also worked in the private sector as a management consultant. He graduated with a degree in IT and Administrative Systems from the University of Oslo and studied Change Management at the Norwegian School of Management.

Munir Ismet, Vice President, EMEA Public Sector and Education, Oracle

Munir Ismet is the Vice President, Public Sector and Education, for Oracle's Europe, Middle East and Africa (EMEA) region. Munir is responsible for Oracle's public sector strategy across EMEA in the areas of central government, local government, justice and public safety, education and defence. Munir and his team work very closely with customers and partners (systems integrators and application software vendors) in order to share Oracle's vision, as well as creating Oracle's go to market initiatives and value propositions. The public sector is a key market for Oracle; Oracle has invested substantially in this sector in the past few years and continues to do so. Oracle's applications and technologies products underpin many of the key projects across EMEA. In his 13 years at Oracle, Munir has held a number of management positions in the public sector and healthcare. His previous role involved managing Oracle UK's healthcare operation, and he did this for five years, during which he successfully introduced Oracle's applications and technology products to underpin the national eHealth project (the largest public sector IT project in the world) and the back office shared services and electronic staff record project, the largest IT human resources project in the world today, supporting over 1.3 million employees. Munir has a BSc and PhD in Computer Science and related topics from the University of London.

Karin Johansson, State Secretary, Ministry of Health and Social Affairs, Sweden

Karin Johansson was born on 27 January 1959 and since 2006 her areas of responsibility are Health and medical care issues, the rights of the child, financial security for families and children.
Education: Bachelor of Science in Social Work.

Past Positions and assignments include: Head of marketing and administration, Samhällsgemenskaps Förlag (1982-1984); Project Manager, consultant and business area manager, KIDA DATA (1984-1988); Sales Director, Word Perfect Sweden (1988-1993); Member of Järfälla Municipal Assembly (1991); Member, County Medical Board (North-west), Stockholm County Council (1992-1994): Political Adviser in the Government Offices, Prime Minister's Office (1993-1994); Member, Communications Committee, a government-appointed inquiry body on infrastructure issues (1995-1997); Sales Director, France Telecom Sweden (1995-1999); IFL (Swedish Institute of Management) management training programme, 6 weeks (1998); Member, Media Concentration Committee, a government-appointed inquiry body (1998-1999); Corporate Affairs Manager, Microsoft (1999-2002); Board Chair, Sveriges Radio (Swedish Radio) (2003); Board Member, Svenska Spel (2003); Sales Director, Microsoft (2002-2006); Chair of the Board of Blekinge Institute of Technology (2004-2006); State Secretary of Social Affairs (2006).

Paul Johnston, Director, Internet Business Solutions Group (IBSG), CISCO

Paul Johnston heads the European public sector team in Cisco Internet Business Solutions Group (IBSG). Prior to joining Cisco, he led the local government team at the UK Treasury, where he worked for a succession of chief secretaries to the treasury. As a policy advisor, he shaped the UK Government's 2000 housing white paper, helped finalise the UK's market abuse legislation, and played a significant role in three spending reviews. Prior to joining the treasury, he worked at a senior level for three different public sector organisations. He also had a successful career as a journalist, working for Reuters in London, Bonn, and Frankfurt, as a producer for the BBC and as lobby correspondent for Tyne Tees Television. Johnston has written a wide range of thought leadership papers during his time at Cisco, including The Connected Republic 2.0. This paper (which he wrote with his colleague, Martin Stewart Weeks) explores the potential impact of Web 2.0 on the public sector. The ideas expressed in it are being further developed via www.theconnectedrepublic.org.

Stig Jönsson, Director General, Lantmäteriet – the Swedish Mapping, Cadastral and Land Registration Authority, Sweden

Stig Jönsson is born in 1946 and is currently Director General of Lantmäteriverket (the National Land Survey of Sweden).

Past and present expertise includes: Stockholm School of Economics, Bachelor of Science (Economics) (1970); Swedish National Audit Office, Stockholm,
Trainee and Effectiveness audit (1970-1974);
Swedish Institute for Building Research, Stockholm and Gävle, Financial Manager (1974-1980); EM Elektro-Montage AB, Sandviken, Financial Manager (1980-1990) and CEO (1990-1991).

Other experiences includes: Lantmäteriet, Gävle, Financial Director (1992-1997), Deputy Director-General (1997-2000), Director of the Metria Division and Deputy Director-General (2000-2003) and Director General since2003.

Other assignments consist of: Chairman of the Board of Swedesurvey AB (2005-2009); President of EuroSDR - European Spatial Data Research (2006-2008); Board member of the University of Gävle, Sweden (since 2008), and; Member of the Swedish eGovernment delegation (since 2009).

Siim Kallas, Vice-President of the European Commission responsible for Administrative Affairs, Audit and Anti-Fraud

Siim Kallas was appointed Vice-President of the European Commission in charge of Administration, Audit and Anti-fraud in November 2004. From May 2004 till October 2004, he served as economic and monetary affairs Commissioner. Before joining the Commission, he was an active participant in the restoration of Estonian statehood and served in Estonia as prime minister, minister of finance, minister of foreign affairs and president of the Central Bank. He was elected to the Estonian Parliament three times. He also held the position of chairman of the Estonian Reform Party from the party's creation in 1994 until November 2004, after which he was appointed Honorary Chairman.

He graduated cum laude from the Finance and Credit Department of the University of Tartu in 1972 and continued his studies as a post-graduate student until 1975. He also currently has the honour of being a Visiting Professor at the University of Tartu. He was born in Tallinn, Estonia, on 2 October 1948. He is married and has two children.

Jonas Kjellstrand, Senior Strategic Adviser, Gartner Consulting, Sweden

Jonas is Senior Strategic Adviser with Gartner Consulting, focusing on future strategic issues for organisations and their top-level management. Prior to joining Gartner, Jonas accumulated over 15 years of experience working with global innovation and business development. From the mid-90s to 2004, Jonas was a fellow at the Institute for the Future (a Silicon Valley research institute), focusing on global trends. Among many research topics, Jonas led company research initiatives such as mapping out global pension schemes, the technology impact on society and environmental issues and strategies in a connected world. Jonas has also worked on systemic innovation efforts in financial services, education and retail. As a senior advisor, he frequently helps management teams focus on and develop insights into business and organisational issues by identifying new opportunities and solutions. The intersection of technology, society, people and business is something that companies still struggle to understand and manage. Jonas' global outlook and experience allow him to think from many different perspectives on these issues and, with his pragmatic experience from managing companies, he is able to go from thinking to action. Speaking on topics such as the environmental impact on society, the future of information technology use, collaborative societies and innovation has earned him accolades as a very skilled speaker. Jonas believes that this role suits him as he enjoys engaging with the organisation and executive team on how to fit the future of their industry into current business strategy. When he is not working, Jonas can be found collecting and designing cars, or occasionally flying airplanes, as he was an accomplished commercial pilot before his interest in organisational innovation and major issues. Jonas has an MBA from Stockholm School of Economics in Sweden and Stanford University in California, USA. He is based in Stockholm, Sweden, and can be reached via Gartner's Stockholm office.

Vasilis Koulolias, Executive Director, Gov2U, Greece

Mr Vasilis Koulolias is the founder of Gov2U and has devoted over two decades to bringing the benefits of ICT to popular democratic proceedings while bridging the gap between citizens and policy-makers. In less than three years after its foundation, Gov2U was placed by Politics Online amongst the top 10 most influential players in the field of politics and the Internet. Gov2U now operates around the globe, advising and assisting governments in modernising their legislative processes and enabling citizens to exercise their rights to democratic participation. Prior to Gov2U, Vasilis was the executive director of access2democracy and has served on several boards and executive management teams in the IT industry. In 1987, he established Pythia Corp (a developer of legislative information systems), which he ran as chairman and CEO until the company was sold in 1998. He was a finalist

in the 1996 Entrepreneur of the Year Award, Indiana Growth 100, and received the Highest Impacting Partner Award from Microsoft. He has been featured in several books and publications, including Business@theSpeed of Thought by Bill Gates. Prior to establishing PYTHIA, he was an economic advisor to the Indiana Legislature and transportation planner on the Indiana Transportation Planning Board. Vasilis has a degree in Economics and Political Science (International Relations) from Indiana University, and is a member of the International Council for Information Technology in Government Administration (ICA).

Erik Kruse, Strategic Marketing Manager, Multimedia Business Unit, Ericsson, Sweden

Erik Krause specialises in the field of future consumer demands and how the ICT world will evolve in a 10-year perspective within the multimedia domain. During his years at Ericsson, Erik has conducted a number of specific consumer research studies looking at strategic areas as well as areas of future development and opportunity.

He has delivered more than 100 presentations both externally and internally during the past year alone. In previous roles, he has been responsible for conducting consumer research in Europe, Asia, the Americas, the Middle East and Africa. He is an expert in end user trends and has unique knowledge about specific product research into new communication and media products, based on analysis of quantitative data from over 20 countries. He has also written reports on global trends, broadband consumers, consumer and business models, youth in the future, consumer drivers for 3G, mobile telephony in Kenya and Nigeria, and early adopters in South Korea, among other topics. Erik is also the author of "A Journey to the Third Place", a book based on research on early adopters within the infocom area.

Peter Kustor, Head of the Department for eGovernment, Federal Chancellery, Austria

Peter started working in 1991 as an assistant at the Institute for Public International Law and International Relations at the University of Vienna, and then as an expert in public international law at the Federal Ministry of Defence in 1995. He joined the Federal Chancellery in 1998, where he worked in the Constitutional Service (from 2001-2004 as head of unit), mainly in the field of public and international law (including European law) and in the field of legal information and legal informatics. Before becoming Head of the Department for eGovernment in 2005, Peter headed a unit at the Chief Information Office of the Federal Chancellery. Peter is the Austrian representative for issues of eGovernment, legal questions relating to eGovernment and eSignatures and legal informatics in various EU forums and international institutions. Since 1992, he has been a lecturer at the Austrian Academy for Public Administration, and since 1999 he has lectured for the postgraduate programme (www.informationsrecht.at) on ICT law in Vienna. Peter is the author of a number of publications dealing primarily with issues of public international and European law and legal informatics/eGovernment.

Adam Lebech, Acting Deputy Director General, Ministry of Science, Technology and Innovation, National IT and Telecom Agency, Denmark

Adam Lebech is responsible for government IT policy and the development of some of the key eGovernment initiatives in Denmark. His current policy responsibilities include policy on eGovernment citizen services, eID, IT architecture, IT standards, IT security, eSkills and green IT, as well as the implementation of initiatives such as the national citizen portal, borger.dk, and national eID for eGovernment services. Mr Lebech holds two master's degrees in Political Science from the University of Aarhus and the University of Illinois, which he attended with a Fulbright scholarship. He started his professional career at the Ministry of Finance in 2001 where he was among

the founding members of the eGovernment task force, a new agency set up to speed the transformation of government. Since 2004, he has worked in various positions within the field of eGovernment at the Ministry of Science, Technology and Innovation and the National IT and Telecom Agency, since 2006 in senior management positions within the areas of eGovernment, IT governance, IT strategy and ICT strategy, and since February 2009 as Acting Deputy Director General. Mr Lebech is married and lives in the countryside outside Copenhagen. His wife is a surgeon. Together they have a daughter who is six months old.

Christine Leitner, Programme Director, European eGovernment Awards, Chair of the Jury and the Online Voting Committee, Center for European Public Administration (CEPA), Danube University, Krems

Christine Leitner is Head of the Center for European Public Administration (CEPA) at Danube University Krems (AT). She has been directing the European eGovernment Awards scheme since its launch in 2003. From 1997-2006, she was senior lecturer at the European Institute of Public Administration (EIPA) in the Netherlands. From 1995-1997, she headed the EU coordination unit at the Ministry for Economic Affairs in Vienna. In 1995, she was seconded to the European Commission. She is Course Director of the Executive Master's in Public Administration at Danube University Krems, and author of various publications in the field of eGovernment. She was a speaker at a number of international conferences on eGovernment, and acted as delegate to the EPAN eGovernment sub-group and judge for the 2005 Speyer Public Service Quality Award. Dr Leitner has been a visiting lecturer at Maastricht University, the University of Rome III, the J. F. Kennedy School at Harvard University, the University of Applied Sciences in Bern, and other public administration schools in the EU. She is a board member of the Estonian eGovernance Academy and a reviewer of EU programmes. She holds a PhD in Law from the University of Innsbruck.

Frank Leyman, Manager, International Relations, Federal Public Service for Information and Communication Technology (FEDICT), Belgium

Frank Leyman holds a master's degree in Marketing and Applied Economics from the University of Mons in Belgium. He started his career with IBM Belgium as a telecom marketing specialist. After six years, he joined the Belgian national telecom operator, Belgacom, where he was in charge of setting up the corporate services sector. After three years, he was appointed distribution channels director for the Belgacom Group. In 1999, he left Belgacom for a more international career by joining Proton World, a company that specialises in large-scale smartcard-based projects. He was in charge of business development in the Middle East and Africa and co-developed the complete government offering. Since mid-2005 he has worked for FEDICT (the Federal Public Service for ICT), where he manages international relations, as well as relations with the European Commission, UN and OECD. He is the Chairman of the International Council for IT in Government Administrations (ICA). He is 47, married and has two boys.

Angelo Marcotulli, Tuscany Region, Italy

Mr Marcotulli is responsible for links between regional initiatives on the development of the Information Society and electronic administration in relation to European and national programmes. He helps define eGovernment and eDemocracy technology development strategies for the Tuscany region. Indeed, from 2002-2005, he has been the technical manager of the e-Tuscany Action Plan (eGovernment in Tuscany), which includes about 50 projects and has 100 million euros in funds. He follows up directly on all issues relating to integration and interoperability with the national level and is a member of several teams for the definition of standards and rules in the use of the ICT in the public administration.

Maria Martin-Prat, Head of Unit Services I, Internal Market Directorate-General, European Commission

Ms Martin-Prat is Head of Unit at the Internal Market Directorate-General of the European Commission. Her unit drafted and negotiated the Directive on Services in the Internal Market and is now in charge of working with Member States in its implementation. Besides the Services Directive, her unit is also responsible for the Commission's infringement procedures relating to the direct application of the EC Treaty provisions on the freedom of establishment and freedom to provide services in areas such as health, posting of workers and the regulated professions. Ms Martin-Prat is a solicitor and has two postgraduate degrees in European Law ("Licence Spéciale en Droit Européen" from the Institute of European Studies at the Free University of Brussels and a Diploma in European Integration from the European Institute of the University of Amsterdam). She is fluent in Spanish (mother tongue), French and English.

François-Daniel Migeon, Head of the General Directorate for State Modernisation, France

Since December 2007, Mr François-Daniel Migeon has been Director General for State Modernisation at the French Ministry for the Budget, Public Accounts, the Civil Service and State Reform. Prior to this, he was an associate partner at McKinsey, dealing with major programmes for industrial transformation, in particular reorganising at a European level major actors of the gas business, as well as stimulating revenue through the optimisation of budget management of different industrial groups (electrical equipment, chemicals, automotive). He also organised and managed a seminar on motivational leadership for McKinsey partners. During 2004 and 2005, Mr Migeon served as a technical adviser for ministerial reform strategies within the French Ministry for the Budget, Public Accounts, the Civil Service and State Reform. He was also head of the delegation for the modernisation of public management, in which he devised new innovative strategies, as well as modernisation audits, participating in the development and establishment of the new General Directorate for State Modernisation. From 1999 to 2004, he worked at McKinsey as a project director in the industrial sector, focusing mainly on the aeronautical and space businesses. He also managed several initiatives for stimulating value production in public works, as well as selecting different sites in Eastern Europe for new production plant implementation. Mr Migeon also served for almost six years (1994-1999) in the French Ministry of Public Works, mainly as head of the office for highway operations and head of the Loiret regional office. He started his professional career working at the World Bank, in the Maghreb Infrastructural Division, as assistant head of project, designing and evaluating specific projects. Mr Migeon has a degree in Engineering from the Ecole Polytechnique, specialising at the French National School of Bridges and Roads (ENPC), and a postgraduate degree in Economic Analysis and Policies. Born in 1969, he is married and has eight children.

Bill McCluggage, Deputy Chief Information Officer, UK Cabinet Office, United Kingdom

Bill joined the Cabinet Office as Deputy Government CIO in September 2009. He is also Director of ICT Strategy and Policy within the Office of the HM Government CIO and SIRO, with overall responsibility for the formulation, development and communication of cross-government ICT strategies and policies. On behalf of the Government CIO and CIO Council's Supply Management Board, he leads on driving forward the Government's ICT Procurement Strategy, including chairing a number of joint government/industry teams focused on improving ICT procurement and supplier management. He joined the Cabinet Office from the Northern Ireland Civil Service (NICS), where he represented Northern Ireland on the Government's CIO Council and was the senior information risk owner (SIRO) for the Northern Ireland Civil Service. Prior to joining the NICS, he held a number of senior positions in private sector companies, including IT director for Harland & Wolff Heavy Industries in Belfast. He

also served in the Royal Air Force. Bill is a chartered engineer and member of the Institution of Engineering and Technology. In June 2008, he was appointed Visiting Professor at the School of International Business at Ulster University's Magee Campus.

Jacqueline McGlade, Executive Director, European Environment Agency, Denmark

Professor McGlade became Executive Director of the European Environment Agency on 1 June 2003. Prior to this, she was Natural Environment Research Council Professorial Fellow in Environmental Informatics in the Mathematics Department of University College London, where her main areas of research included spatial data analysis and informatics, expert systems, environmental technologies and the international politics of the environment and natural resources.

Previous appointments include director of the UK Centre for Coastal and Marine Sciences, director of theoretical ecology at the Forschungszentrum Jülich, Germany, associate professor at the Honda-funded International Ecotechnology Research Centre, senior scientist in the Federal Government of Canada and in the USA, Adrian Fellow at Darwin College, Cambridge, and professorships at Warwick University and Aachen University. Professor McGlade has won various prizes, including the Minerva Prize, the Swedish Jubileum Award and the Brno University Gold Medal. She also has honorary degrees from the University of Wales (Bangor) and Kent University, and is a Fellow of the Linnean Society and the Royal Society for the Encouragement of Arts, Manufacture and Commerce.

Professor McGlade has worked extensively in North America, South-East Asia and West Africa. She has published more than 100 research papers, written popular articles, and presented and appeared in many radio and television programmes, including her own BBC series The Ocean Planet, Learning from Nature and, more recently, Our Arctic Challenge, a film about sport and tourism in Greenland. She has given public lectures worldwide on climate change, energy and sustainable development, environmental information, conflicts over the environmental impact of industrial and natural activities, environmental technologies and the use of multimedia and modern forms of web communication.
Professor McGlade was chairman of the Earth Centre and a board member of the Environment Agency. She is currently a trustee of the Natural History Museum, and a member of the Environment Advisory Committee of the European Bank for Reconstruction and Development, the UK-China Forum and the UK-Japan 21st Century Group. She is also Director of the software company View the World Ltd.

Jeremy Millard, Senior Consultant, Danish Technological Institute, Centre for Policy and Business Analysis, Denmark

Jeremy Millard has 35 years' experience working with new technology and society in Europe and internationally. He has worked with governments, regional development agencies, and the private and civil sectors in all parts of the world. He comes from a background of academic geography and social science, followed by consultancy, but he started his career at large IT companies in the UK and in the public sector. Recent Information Society assignments include leading an impact assessment of the European eGovernment 2010 Action Plan, the eGovernment 2020 Vision Study on Future Directions of Public Service Delivery, and pan-European studies on eParticipation and ICT in regional development for the European Commission. He is also involved in the European eGovernment Good Practice Awards 2009, supporting the inclusive eGovernment Expert Group of EU Member States, an impact assessment of EU-supported eGovernment research, and assisting the Commission in designing future research work programmes. He has also recently worked with the UN, the OECD and the

Council of Europe on Information Society topics, as well as carrying out various assignments in Malaysia, Bahrain, Brunei, India and Singapore.

Jan Muehlfeit, Chairman, Europe, Microsoft Corporation

Jan Muehlfeit is responsible for representing Microsoft Corporation and engaging with governments, large corporations, key partners and academic elites within the EU and on an international level. His goal is to ensure that Microsoft continues to act as a relevant, trusted and valuable partner that listens and contributes to enabling long-term growth, local economic competitiveness, job creation and innovation in both the public and private sectors. Jan Muehlfeit joined Microsoft in 1993 and, during his seven years in the company's Czech and Slovak operations, held a variety of leadership roles including the position of general manager. He received the Microsoft President's Award for Excellence in 1994. He was appointed regional director of Microsoft Eastern Europe in 2000 and promoted to vice president in 2002. Under his leadership, Eastern Europe became the company's best performing region worldwide for four consecutive years. In 2004, he also became a co-architect of Microsoft's global emerging markets strategy. Following these achievements, Jan Muehlfeit assumed the role of vice president of Microsoft's public sector team in Europe, the Middle East and Africa (EMEA) in 2005. As such, he was responsible for promoting solutions for public sector organisations and ensuring the delivery of an excellent customer and partner experience while contributing to EMEA's national and international public sector growth and social agendas. He was appointed vice president, EMEA Corporate and Government Strategy, in 2006 and was subsequently promoted to Chairman, Europe, Microsoft Corporation, in 2007. Jan Muehlfeit is a board member of the European Academy of Business in Society (EABiS) and of the Junior Achievement Young Enterprise Europe (JAYE).

Jan Muehlfeit is co-chairman of the European Industry Leadership Board on e-Skills and a member of the Board of AIESEC, the world's largest student-run organisation and an international platform for young people to discover and develop their potential. Jan Muehlfeit also represents Microsoft on the TABD (Transatlantic Business Dialogue). He is a regular speaker at various European and global events. Jan Muehlfeit continues to support several charities, including PCs Against Barriers, a joint initiative by Microsoft Czech Republic and Charta 77 Foundation, where he serves as a member of the supervisory board. Over the past two decades, he has received numerous public awards in recognition of his industry and social contributions, including the Best Manager of the Czech Republic for 1999 from the Czech prime minister and the Czech Brain Award, and was named Czech IT Personality of the Year on three different occasions. Born in 1962, Jan Muehlfeit grew up in Czechoslovakia. He received a Computer Science degree from the Czech Technical University in 1986 and, before joining Microsoft, worked in both the public and private sectors.

Andy Mulholland, Global Chief Technology Officer, Cap Gemini

Andy Mulholland joined Cap Gemini in 1996, bringing with him thirteen years of experience from previous senior IT roles across all of the major industry sectors. In his current role as Global Chief Technology Officer, Andy advises the Cap Gemini Group management board on all aspects of technology-driven market changes, as well as serving on the technology advisory boards of several organisations and enterprises. In 2006, Andy drew on his wealth of knowledge of Web 2.0 and Service-Oriented Architecture technologies and co-authored the globally recognised book, Mashup Corporations, with Chris Thomas of Intel. This was followed in May 2008 by Mesh Collaboration, co-authored by Nick Earl of Cisco. In 2009, Andy was voted one of the top 25 CTOs in the world by InfoWorld.

Carina Nilsson, Deputy Major of Malmö, Culture and Recreation Directorate

Born in Malmö, Sweden, in 1959, Carina Nilsson is married and has two children. Past and present experience includes: Deputy Major, Culture and Recreation Directorate (2008); Chair of the City of Malmö e-Committee (2008); Member of the Steering Committee for Democracy Development, City of Malmö (2008); Chair of the Cultural Board, City of Malmö (2007); Member of the City Executive Board (2006);Member of the Board, Region South Fire and Rescue Service (2005-2006); Member of the Board, Swedish Chemical Agency Committee (2002-2005); City Commissioner, City of Malmö (1998); Chair of the Environmental Committee, City of Malmö (1997-2006); Member of Kirseberg District Council (1995-1997);Member of the Environmental Committee, City of Malmö (1985-1995); Employed as a certified occupational therapist by the municipality and county (1980-1992); Employed as a teacher at the Division of Occupational Therapy, Lund University (1985-1992); Public health officer, Malmö University Hospital (1993-2008); Teacher of public health, Malmö University (2000-2008).

Carina Nisson has a: Care teacher qualification (1987); Occupational therapy qualification/certificate (1980); and a Master's degree in Public Health (MPH).

Tommi Nordberg, Executive Vice President, Government Programmes, Gemalto, Finland

Tommi Nordberg was born in 1963. He is Executive Vice President, Government Programmes, at Gemalto (Euronext NL0000400653 - GTO), the leader in digital security. He holds an MSc (Eng.) degree from Helsinki University of Technology and completed business studies in International Marketing at the Helsinki School of Economics. He joined Gemalto Oy (Setec Oy until 2008) after having held positions as project manager and in marketing development at UPM-Kymmene plc. Since joining Setec Oy in 1998, he has held several key management positions in the company, including responsibility for two business lines, security printing and government and corporate. He was also senior vice president of group sales and marketing. Tommi Nordberg joined Gemplus Group in the acquisition of Setec in 2005 and, most recently, was vice president of Gemplus's global government ID marketing. He was appointed CEO of Setec Oy in 2006, and he is also Chairman of the Board in Gemalto Danmark A/S, Denmark, Gemalto AB, Sweden, and Gemalto Norge AS, Norway.

Lennart Nordfors, Deputy Chief Executive Officer, Gullers Group, Sweden

Lennart Nordfors holds a PhD in Political Science from Uppsala University, Sweden, where he has worked as an assistant professor. He is still active as a visiting lecturer at the university. He is also Deputy CEO of Gullers Group, an strategy and communications consulting agency that advises clients such as the Swedish Governmental Offices, Parliament, numerous governmental agencies and a number of blue-chip private companies. He has extensive experience in working with futures scenarios, and has published a number of books in this area, including Internet Revolutions (Ekerlids, Stockholm 1999), which covered the future society, The Future of eGovernment (Vinnova 2006) and, as an input to this conference, led the work with EGovernment of Tomorrow (Vinnova 2009). He also contributed to Scenarios for Success (Sharpe & van der Heijden, eds, Wiley 2007). On the European level, he has carried out training for DG Relex in country risk assessment and participated with a chapter in a book on Europe's crisis response capacity entitled Faster and More United? (Ricci&Kytömaa, eds, foreword by Benita Ferrero-Waldner and Martti Ahtisaari).

Sten Nordin, Mayor of Stockholm, Sweden

Mayor Sten Nordin was born in 1956 in Nyköping, south of Stockholm. He studied Economics and Sociology at Uppsala University, and has held a number of public functions since the early 1980s. Sten Nordin is a true veteran of municipal politics and lives in downtown Stockholm with his wife and two children.

Current public functions include: Mayor of the City of Stockholm; Group leader of the Moderate Party in the City of Stockholm, and; President of the City Executive Board.

Previous public functions include: Member of the Swedish Parliament (2006-2008);Government special spokesperson for dialogue with municipalities about asylum seekers (2008); Deputy Mayor responsible for Traffic and Real Estate, City of Stockholm (1998-2002); Member of the Executive Board, City of Stockholm (1994-2006); Opposition Deputy Mayor, City of Stockholm (1994-1998 and 2002-2006); Member of the Executive Board, Swedish Association of Local Authorities and Regions; Vice President of the Stockholm-Mälar Regional Council .

Sten Nordin's international engagements comprise of: Member of EUROCITIES Executive Committee; Member of Metropolis Executive Committee; Member of the Executive Bureau and the World Council of United Cities and Local Governments.

Mats Odell, Minister for Local Government and Financial Markets, Ministry of Finance, Sweden

Born in 1947, married with four children Mats Odell also holds a degree in Economics and Business from Stockholm University. In the period ranging from 1981 to date, he has held several positions, from national chairman of Young Christian Democrats to member of Vallentuna Municipal Council and the municipal executive board. From 1973 to 1981, he was a member of the national board of the Christian Democratic Party and its executive committee, representing the Young Christian Democrats (KDU). He was then a member of the European Union of Christian Democrats and, after the merger, the political bureau of the European People's Party. From 1985-1988, he was alternate for Alf Svensson in the Swedish Riksdag in technical cooperation with the Centre Party. He was a member of the Riksdag, minister for transport and communications (1991-1994), vice chair of the standing committee on finance (1998-2002), member of the general council of the Riksbank (the Swedish central bank), member of the Committee on European Union Affairs, second vice president of the Christian Democrats in 2005, and minister for local government and financial markets in 2006.

David Osimo, Director, Tech4i2, Belgium

David Osimo has 15 years' experience in innovation and ICT policy at regional, national and European level. He joined Tech4i2 in 2008 as director, after working from July 2005 to June 2008 at the Joint Research Centre of the European Commission, where he coordinated future eGovernment research activities. He is one of the leading European experts on Web 2.0, which he has been researching since 2005. His blog, egov20.wordpress.com, has a large following in Europe and abroad. He recently managed the JRC IPTS research project on social computing and its implications for future public services, and the first European gathering of Web 2.0 initiatives in public services on 16 March 2009 at the ePractice eups20 event, along with the drafting of the Open Declaration on Public Services, officially presented at the Ministerial Conference on eGovernment in Malmö.

Anabela Pedroso, President, Agency for Public Service Modernisation, Portugal

Anabela Pedroso has been President of the AMA (Agency for Public Services Reform) since 14 December 2006. Pedroso joined the UMIC (Knowledge Society Agency) in 2005, and was responsible for the eGovernment area, leading projects including the Citizen's Website, the Official Portuguese Business Website, Enterprises Life Cycle, and the Public Administration Interoperability Platform. She was also responsible for the UMIC (Unity of Mission for Innovation and Knowledge) between 2003 and 2005. Anabela Pedroso is a member of the coordination council of the UCMA (Unity of Coordination for the Services Modernisation), where she leads the Citizen's Card project. Prior to joining the agency, Anabela Pedroso was secretary general in the Ministry of Finance (2001-2003), responsible for the ICT area. She carried out activities such implementing an internal integrated information system, which was honoured with a Best Practices in Public Administration Award in 2003. Between 1999 and 2001, Pedroso was involved in the administration of the Management Institute of the Citizen's Shops, having previously led the team that developed the Citizen's Shops in Portugal (1997-1999) and designed and implemented the technological model that supports the operation of the shops. Anabela Pedroso held technical functions in the Ministry of Finance, where she started her work in the Portuguese public administration (Informatics Institute, 1977). She was on the team that created the Government Informatics Network. She worked in the introduction of the electronic bureau system in the Ministry of Finance and was a teacher at the REPER (Portuguese Permanent Representation to the European Union). She has worked with the INA (National Administration Institute) since 1986, and is responsible for the coordination of several diplomas in the rationalisation and reengineering processes area. She lectures at the ISCTE, a public university. She is the national member of the European workgroups EPAN, MODINIS, i2010 eGov Subgroup and Porvoo Group (eID).

Michael Pittelkow, Vice President, Public Services Industries, EMEA, SAP, Germany

Michael Pittelkow has a degree in Public Administration, and has spent his entire professional career in public services, working predominantly as a business consultant, in combination with ERP projects (development and implementation) for approximately 11 years. Starting at SAP in 2006, he ran the SAP Value Engineering Team for Public Services in EMEA, supporting the creation of public-specific business cases. He took part in several projects in the areas of business process reengineering and SAP implementation, as well as new public management and strategic advisory projects. In the ERP area, he has experience in ERP development and major ERP implementation projects in the areas of finance, human capital management and logistics. He has worked as program manager, project manager and change manager. He is currently responsible for public services (including public sector, healthcare, defence, aerospace and defence manufacturing, and higher education and research) all over EMEA.

Reinhard Posch, Chief Information Officer, Austria

Reinhard Posch was born on 16 April 1951 in Graz (Austria). After finishing school in 1969, he studied mathematics at the Technischen Hochschule (now Graz University of Technology), gaining his master's degree in 1973. From 1971 until 1979, he worked at Graz Research Centre in operating systems, networking and automated road construction. He was awarded a PhD in 1976. From 1974 to 1984, Reinhard Posch served as assistant professor in information processing at Graz University of Technology. During this time, he also worked with Sperry Univac (Roseville, MN, USA), carrying out research in the field of physical network layers. In 1983 Reinhard Posch got his „Habilitation" in "Applied Information Processing and Communications Technology", and was appointed full professor at Graz University of Technology in 1984. In 1999, he was also appointed scientific director of the Austrian Secure Information Technology Centre (A-SIT). Reinhard Posch was in charge of

eGovernment in the e-Austria task force and became federal CIO (Chief Information Officer) for the Austrian Government in 2001. In 2007, Reinhard Posch was elected chair of the management board of ENISA (European Network and Information Security Agency). Reinhard Posch has been married since 1976 and has three children. In addition to writing many publications in the field of networking, VLSI design, IT security and eGovernment, he has conducted numerous national and international research projects concentrating on networking, computer security, smart cards and innovative advances of eGovernment.

Haiyan Qian, Director, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs, United Nations

Haiyan Qian is the Director of the Division for Public Administration and Development Management (DPADM), United Nations Department of Economic and Social Affairs (UNDESA). Over the past 28 years, she has been engaged in issues related to public policy and governance. Since joining the department, Haiyan Qian has served as chief of the knowledge management branch and chief manager of the United Nations Public Administration Network (UNPAN), DPADM/UNDESA. Prior to that, she worked for other United Nations agencies, including the Centre for Science and Technology for Development and the UNEP Centre on Environmentally Sound Technology in Japan. Before joining the United Nations, she worked for the Chinese Government in the area of science and technology for development, and served in the Chinese Permanent Mission to the United Nations based in New York twice, covering the United Nations Second Committee on Social and Economic Affairs. She received her undergraduate degree in Beijing, China and her master's in Public Administration from the Kennedy School of Government, Harvard University, USA.

Kai Rannenberg, Mobile Business and Multilateral Security, Goethe University, Frankfurt, Germany

Prof. Dr Kai Rannenberg (www.m-chair.net) has held the T-Mobile Chair for Mobile Business and Multilateral Security at Goethe University Frankfurt since September 2002. Before this time, he was with the System Security Group at Microsoft Research, Cambridge, UK, focusing on personal security devices and privacy technologies, e.g. in the CamWebSIM project.

From 1993-1999, he worked at Freiburg University and coordinated the interdisciplinary Kolleg Security in Communication Technology project sponsored by Gottlieb Daimler and Karl Benz Foundation which worked on multilateral security, especially protection for users and subscribers. After obtaining a diploma in Informatics at TU Berlin, he focused his PhD dissertation at Freiburg University on IT Security Evaluation Criteria and their potential and limits regarding the protection of users and subscribers.Since 1991, he has been active in the international (ISO/IEC) standardisation of IT security and criteria (JTC 1/SC 27/WG 3 security evaluation criteria). Since March 2007, he has served as the Convenor of the SC 27 Working Group 5 on Identity Management and Privacy Technologies, after having led the SC 27 Study Periods on Privacy and Identity Management. From May 2007, he has been the Chair of the IFIP TC 11, also known as Security and Privacy Protection in Information Processing Systems, after having been its Vice-Chair since 2001. Kai has served as programme committee co-chair, organiser and referee for multiple conferences, e.g. IFIP Sec, Informatik 2003 and VIS (German GI conference on dependable systems). Since April 2004, Kai Ranneberg has been the lead coordinator of the Network of Excellence (NoE) Future of Identity in the Information Society (FIDIS), funded by the European Union and comprising 24 European research organisations. Since February 2008, Kai's group has also coordinated the Privacy and Identity Management for Community Services (PICOS) project and participated in the PrimeLife project.

Kai Rannenberg is active in the Council of European Professional Informatics Societies (CEPIS), where he has chaired the Legal and Security Issues Special Interest Network (CEPIS LSI) since 2003. In July 2004, Kai was appointed the academic expert in network and information security within the management board of the European Network and Information Security Agency, ENISA.

His's awards include the Alcatel SEL Foundation Dissertation Award and the Friedrich-August-von-Hayek-Preis from Freiburg University and Deutsche Bank, as well as the IFIP Silver Core. Current research interests include: Mobile applications and multilateral security in mBusiness, mCommerce, mBanking, and location-based services; Privacy and identity management, communication infrastructures and devices, such as personal security assistants and services; IT security evaluation and certification.

Martin Schallbruch, Deputy Chief Information Officer, Federal Government, Germany

Martin Schallbruch is the Chief Information Officer of the German Federal Ministry of the Interior and Deputy Chief Information Officer of the Federal Government. He is responsible for IT strategy and IT coordination within the Federal Government. His office deals with project management for the eGovernment 2.0 initiative, as well as coordination of the Deutschland-Online eGovernment strategy. Schallbruch oversees the IT security policy of the Federal Government and Federal Office for Information Security. He is also the head of the passport and ID card service of the Federal Government. Before he was appointed CIO, he was personal assistant to the state secretary within the Ministry of the Interior. Educated at the Technical University of Berlin, where he gained an MSc in computer science, Schallbruch became a research fellow at Humboldt University in Berlin before he was appointed head of the university IT service centre.

Mats Sjöstrand, Director General, Tax Authority, Sweden

Born in 1948 Mats Sjöstrand graduated in 1971 in Economics from the University of Lund. He has been employed by the National Tax Board of Sweden since January 1972. From 1972-1990 he on issues including tax investigation, indirect taxes and real estate tax. In 1990, he was appointed head of the tax division at the board. In 1997, he became head of the regional tax administration in Stockholm. In 1999, he became head of the Swedish Tax Agency (director general/commissioner). He has held several posts at the Ministry of Finance. Mats Sjöstrand has been also held the position of chairman of the board of the National Agency for Governmental Employers.

Tina Sommer, President, European Small Business Alliance (ESBA)

Tina Sommer is the Chairman of International Affairs of the Federation of Small Businesses in the UK and President of the European Small Business Alliance, which represents the interest of small business organisations on a pan-European level. She has served in the FSB as an activist for 12 years, holding portfolios such as trade and industry and vice chairman of Welsh policy. She has a background in small businesses, with the entire family running small businesses in various industries and countries. Tina is a director of Froben Ltd., a consultancy specialising in administration analysis and IT. She works in a variety of industries such as manufacturing, engineering, catering, tourism, timber and retail. She has worked in countries in the Baltic, in the United Arab Emirates and South Africa, and a number of EU Member States. She graduated from the University of Glamorgan, Wales, with an Honours degree in Enterprise. She is committed to improving the environment for small and medium sized businesses whilst running her own business and keeping in close touch with other businesses to identify issues and problems.

Zoran Stančič, Deputy Director-General for Information Society and Media, European Commission

Trained as an engineer, he started his professional career as a research assistant in the Department of Archaeology at the University of Ljubljana. In 1994, he was employed as the head of the Spatial Information Centre of the Scientific Research Centre at the Slovenian Academy of Sciences and Arts, and associate professor at the Department of Geodesy. From 1990 to 2000, he was a research fellow or visiting professor at the University of Arkansas, the Delft University of Technology, the University of Reading, Boston University, the University of Trieste and the University of Paris 1. Zoran Stančič has published seven scientific books and a number of scientific papers on quantitative methods in archaeology and remote sensing. From 1999 to 2000, he was deputy director of the Scientific Research Centre at the Slovenian Academy of Sciences and Arts. From year 2000 to 2004, he was state secretary for science at the Ministry of Education, Science and Sport in Slovenia. Dr Zoran Stančič was deputy director-general of the European Commission Research Directorate-General from 2004 to 2009. In 2009, he was appointed Deputy Director-General of the European Commission Information Society and Media Directorate-General.

Randeep Sudan, Lead ICT Policy Specialist, Global Information and Communication Technologies, the World Bank, United States of America

Randeep Sudan is the Lead ICT Policy Specialist at the Global ICT Department of the World Bank, which is based in Washington DC. He currently leads the department's activities in eGovernment and IT industry development. In this role, he is responsible for global strategy, organisation and project operations. He is also involved in a leadership role for two global initiatives recently launched by the World Bank focused on ICT skills, and government transformation. Prior to joining the World Bank in 2005, he held senior government positions in India, as a member of the Indian Administrative Service. He was special secretary to the chief minister for the state of Andhra Pradesh in India, and contributed to the state's emergence as a major player in eGovernment, as well as to the development of its capital Hyderabad, as an important international technology hub. His areas of expertise include ICT policy, eGovernment, investment promotion, infrastructure development and public-private partnerships. He has a Master's degree from the London School of Economics, and has been a guest faculty member at the Department of Informatics at the University of Oslo.

Hannu Syrjälä, President and Chief Executive Officer, Tieto Corporation, Finland

Hannu Syrjälä was born in Kangasniemi, Finland in 1966. He holds a Master of Science degree in Economics from the Helsinki School of Economics. Hannu has broad international and multifunctional experience in the healthcare industry. He has a finance and treasury operations background, and subsequently moved into sales, marketing and manufacturing. In addition to his native country, Finland, Hannu lived and worked in Australia and the USA for eight years. Starting his career as a financial analyst at Instrumentarium Corp., he soon advanced into senior treasury and investor relations positions, and later to global sales and marketing management positions. Between 1997 and 2007, he held different senior executive positions at Instrumentarium and General Electric Company. Hannu also has experience in global cross-border mergers and acquisitions, integration leadership roles, revitalising businesses and turn-around situations. Hannu devotes his leisure time to his family (his wife and four children, who keep him busy). Their summer house in Hannu's home town in central Finland is a place for the whole family to rest. Hannu also enjoys reading, cycling and other sports. Hannu joined Tieto in February 2008.

Experience include: GE Healthcare, USA, Vice President and General Manager; Life Support Solution Business; Datex-Ohmeda Division/ Instrumentarium, Finland, President, Oximetry; Supplies and Accessories Business Area; Datex-Ohmeda, Australia, Managing Director; Datex-Ohmeda Division, Finland, Sales Director; Instrumentarium Corp., Finland, Group Treasurer, and; Instrumentarium Corp., Finland, Financial Analyst.

Don Tapscott, Chairman, nGenera Insight, Toronto, Canada

Don Tapscott (born in 1947) is a Canadian business executive, author, consultant and speaker based in Toronto, Ontario, specialising in business strategy, organisational transformation and the role of technology in business and society. Tapscott is the Chairman of the business strategy think tank New Paradigm (now nGenera Insight), which he founded in 1993. Tapscott is also Adjunct Professor of Management at the Joseph L. Rotman School of Management, University of Toronto. Tapscott holds a BSc in Psychology and Statistics, and an MEd specialising in Research Methodology. He also holds two honorary doctoral degrees in Law (honoris causa) granted by the University of Alberta in 2001 and Trent University in 2006. While earning his master's degree in Education at the University of Alberta, he ran for mayor of Edmonton in the 1977 municipal election. Tapscott has authored or co-authored thirteen books on the application of technology in business and society. His most recent book, released in 2008 and entitled Grown Up Digital: How the Net Generation is Changing Your World, draws upon a 4.5-million dollar research study of over 11,000 young people and examines how the net generation is changing the world and all of its institutions. Grown Up Digital is a follow-up to his popular 1997 book Growing Up Digital: The Rise of the Net Generation, which explained the business and social impact of the first generation to come of age in the digital world. His most famous book, co-authored with Anthony Williams and published in 2006, is Wikinomics: How Mass Collaboration Changes Everything. Wikinomics was the best selling management book in the USA in 2007 and has been translated into 22 languages.

Arno Thijssen, Director, Service Provision, Deregulation and Information Policy, Ministry of the Interior and Kingdom Relations,Netherlands

Arno Thijssen (born in 1954) has held the post of Director of the Ministry of the Interior's Services, Burden of Regulations and Information Policy Programme since 1 November 2008. This is a programme department of the Directorate of General Administration and Kingdom Relations, and its main function is to implement the government's plans to improve services to the public. From January 2002 to October 2008, he was the first municipal secretary to be appointed to the new amalgamated Municipality of Leidschendam-Voorburg. During the same period, he also worked for the Association of Netherlands Municipalities (VNG, where he was a member of the Labour Affairs Board and the Jorritsma Commission), sat on the Executive Board of the VGS (Association of Municipal Secretaries) with the portfolios of services and management, and worked for EGEM and GovUnited. From 1974 to 2001, he held various posts at the Municipality of Zoetermeer, eventually rising to the position of director of administration and deputy municipal secretary. Arno Thijssen has been involved in improving municipal services to the public and promoting various forms of cooperation between municipalities for a number of years, and he aims to put across this message in his new post as well. Government agencies also need to refrain from competing with one another; the various units must be willing to complement one another and endeavour to play a joint role in serving the public. This in turn requires better access (especially digital) to government and interactive government.

Paul Timmers, Head of Unit ICT for Inclusion, Directorate-General for Information Society and Media, European Commission

Dr Paul Timmers is the Head of Unit of ICT for Inclusion in the European Commission Directorate-General for Information Society and Media. Previously, he headed the eGovernment unit (EU policy, research and promotion). He was previously a member of the cabinet of the European Commissioner for Enterprise and Information Society, Erkki Liikanen, responsible for the information society and telecommunications policy portfolios. Other activities in the European Commission have included electronic commerce policy and programme development. Paul Timmers was a product marketing manager and head of software development in a large IT company and co-founded a software start-up. He holds a PhD in Theoretical Physics from the University of Nijmegen, the Netherlands, and an MBA from Warwick Business School, the UK. He has also recently completed an EU Research Fellowship for the European Commission at the University of North Carolina in Chapel Hill, USA. His work has been widely published, and includes a book on electronic commerce strategies and business models, and he has been a visiting professor, research fellow and lecturer at several universities and business schools.

Andrej Tomšič, Deputy to the Information Commissioner, Slovenia

Andrej Tomšič graduated in 2001 from the Faculty of Economics of the University of Ljubljana with a thesis entitled Information Highways – Infrastructure of the Digital Economy, Strategies and Approaches. He began his professional career at the Ministry of Information Society, where he worked as a counsellor for information society metrics. Following the government's reorganisation, he continued his career at the Ministry for Higher Education, Science and Technology, where he was the national representative in DG INFSO bodies, namely the eAccessibility Expert Group, ENISA National Liaison Officer, eEurope 2005/i2010 and Safer Internet, as well as the Management Committee. He holds a master's degree in Information Management from the University of Ljubljana. He is lead auditor for ISO/IEC 27001:2005 standard. He joined the European Commission in May 2006, and is currently Deputy Information Commissioner in charge of IT-related data protection topics and international cooperation, a member of the International Working Party on Data Protection in Telecommunications and the Technology Subgroup of the Article 29 Working Party. Mr Tomšič speaks English and Serbian/Croatian fluently and has basic knowledge of Italian.

Francesco Tortorelli, Director, Interoperability Services Office (CNIPA), Italy

He has been working for the CNIPA (Italian national eGovernment agency) as the Director of the Interoperability and Applicative Cooperation Unit since 1999. In this role, he manages relevant public tenders providing interoperability services to Italian public administrations. The unit he leads is responsible for the deployment and update of SPCoop (model, architecture, services and compliance), in accordance with the national interoperability framework, defined in the Digital Administration Code act. He also takes part in the drafting of various legal acts and attached technical rules for the use of e-services. He is in charge of the programme concerned with public-private partnerships for delivering public e-services, launched by the Ministry of Public Administration and Innovation. He is currently working with La Sapienza University on the definition of a master's degree in IT interoperability for public administrations and enterprises. He is a member of the IDABC European Interoperability Framework Group and the European Interoperability Strategy Working Group. Between 1983 and 1999, he worked for a public authority and a private company in ICT systems development and enterprise architectures, conducting relevant ICT projects in finance markets, banks and public administrations.

Uffe Toudal Pedersen, Permanent Secretary, Ministry of Science, Technology and Innovation, Denmark

For three years, 2002-2005, Permanent Secretary Uffe Toudal Pedersen was head of the National Education Authority under the Ministry of Education, occupying a key position in the reform of the education sector in Denmark. As head of the authority, Mr Pedersen took part in several OECD projects and analyses, and he carried out an in-depth study of EU issues while serving in the Ministry of Agriculture and the Prime Minister's Office, and as a member of budget commissioner Henning Christophersen's cabinet in the mid-80s. For a period of five years, from 1997 to 2002, Mr Pedersen was head of the Domestic Division of the Prime Minister's Office, in charge of economic and domestic affairs and matters concerning the Faroe Islands and Greenland. Mr Pedersen is a Knight of the Order of the Dannebrog. He lives near Kalundborg in West Sealand, together with Kirsten M. Jessen, a grammar school teacher, and they have three children.

Tim Van Broeckhoven, Diplomatic Advisor to the Minister of Economy and Reform, Belgium

Tim Van Broeckhoven is Diplomatic Advisor to the Belgian Minister of Economy and Reform. He is now in charge of the preparation of the upcoming Belgian Presidency with regard to the Competitiveness Council, telecommunications, IT and eGovernment. Previously, he worked on European affairs (mainly EU external policies) in the Private Office of the Belgian Minister for Foreign Affairs. His first diplomatic posting was to the Belgian Delegation to the PSC. He holds a master's degree in European Political and Administrative Studies from the College of Europe. His thesis dealt with political, economic and technological aspects of European space policy. He also graduated in Commercial Engineering, majoring in International Economic and Diplomatic Relations, from the University of Antwerp.

Luc Van den Brande, President, Committee of the Regions

A native of Mechelen (Malines), Belgium, Luc Van den Brande is married to Maria Baelus and has three children and six grandchildren. He has a doctorate in Law and a degree in Notarial Studies, and has been a member of the Mechelen bar for some twenty years. He has been a member of the Committee of the Regions since 1994 and has held a number of different positions, such as head of the Belgian delegation and, from 2006 to 2008, first vice-president. Since February 2008, he has been President of the Committee of the Regions.

Luc Van den Brande started his career in active politics and as an elected representative more than thirty years ago. His commitments combine responsibilities at the Belgian, Flemish and international levels, in particular the European level. He has most notably been: Member of the Belgian House of Representatives (1977-1991) and senator (1991-1995; 1999- 2009); Federal Minister for Employment and Labour (1988-1992); Minister-President of the Government of Flanders (1992-1999); Chairman of the Assembly of European Regions (1996-2000); Member of the Parliamentary Assembly of the Council of Europe (2001-2009) and President of the EPP-CD Group (2005-2009). He is also currently: President of the Flanders-Europe Liaison Agency (since 2006) and holds directorships of Flanders Technology International, the Lemmens Institute and the International Association Anton van Wilderode.

Edith van der Does, User Experience Specialist, ICT Uitvoeringsorganisatie (ICTU), the Netherlands

Edith van der Does has been working as a Usability Research Specialist for the ICTU eGovernment for Businesses programme since September 2007. ICTU is the organisation for governmental ICT implementation, aimed at providing services to entrepreneurs and businesses. At ICTU, Edith is responsible for conducting and supporting various types of usability research. Within the scope of the Services Directive, she coordinated the EU PSC Usability Study, involving the points of single contact in the United Kingdom, Estonia and the Netherlands. She is currently coordinating a follow-up usability study involving five Member States.

Constantijn van Oranje, Research Leader, RAND Europe

Constantijn van Oranje has master's degrees in Law from Leiden University (1995) and Business Administration from INSEAD at Fontainebleau (2000). He is the Head of the Information Policy and Economics Team at RAND Europe. Recent projects (2008-2009) include: for the Dutch Ministry of Economic Affairs, a review of Internet governance; an assessment of the policy impacts of the future of the Internet; for the European Commission/DG INFSO, assessing policy implications and socio-economic impacts of the ubiquitous Internet society; Benchmarking eGovernment in Europe; a study on RFID technology applications in healthcare; a future study on European eGovernance in 2020; a prospective view on the development of pan-European eGovernment services; for the Independent Dutch Telecommunications and Post Regulator, a review of models for independent Telco regulators in converging markets; for the Dutch Ministry of Internal Affairs, assessing the requirements and possible design of a Dutch interoperability framework. Before joining RAND Europe, Mr Van Oranje worked as an associate analyst for Booz Allen and Hamilton in London (2001-2003), where he worked on a variety of ICT and print media projects. Research work included a benchmarking study for the UK Government on the readiness of eInfrastructure, eCommerce and eGovernment. This was preceded by five years at the European Commission, working in the cabinet of Commissioner Van de Broek (1995-1999).

Paul Waller, Director, Digital Inclusion Team, City of London, UK

Paul Waller directs the Digital Inclusion Team, which delivers a programme within the UK local government sector to ensure that socially excluded people benefit from the innovative use of ICT in public services. Before that, he led eGovernment work for the UK Presidency of the EU, including the development of European policy and hosting the Manchester Transforming Public Services Conference. He was previously director of business operations for the eGovernment Unit (eGU) in the Cabinet Office. He held a number of policy posts in eGU's predecessor organisations, notably being responsible for eDemocracy. He started his career in the telecommunications industry, moving on to be an IT industry analyst and managing director of an international IT consulting company prior to joining the UK Civil Service. In government, he has held a number of IT-related policy and strategy posts, including being head of IT management in the former department of transport, and leading the government's Year 2000 policy. He has a first degree in Mathematics and postgraduate qualifications in Statistics and Management. He is a Chartered Manager, a Fellow of the Chartered Management Institute, and a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce.

Yih-Jeou Wang, Project Leader, OECD eGovernment Project, OECD

Yih-Jeou Wang is Head of Unit and responsible for the OECD's work on ICT use in the public sector (eGovernment). He joined the OECD in December 2005 from a position as head of division at the Danish National IT and Telecom Agency responsible for national and international ICT security policy. He has, over a

period of more than 15 years, been responsible for Information Society and eGovernment policy and strategy development in different ministries (Finance, Education and Research, and Science, Technology, and Innovation), and also spent a short period as a senior adviser in the Confederation of Danish Industries, responsible for the development of e-business policies and strategies for Danish industry. For more than five years, he has been an external examiner at the IT University of Copenhagen and Copenhagen Business School.

Anthony D. Williams, Founder and Chief Executive Officer, Anthony D. Williams Consulting, Canada

Founder and CEO of the Toronto-based firm Anthony D. Williams Consulting, Anthony is co-author, with Don Tapscott, of the international best-seller Wikinomics: How Mass Collaboration Changes Everything. Now published in 26 languages, Wikinomics was a finalist for the Goldman Sachs/Financial Times Business Book of the Year Award and on the must-read lists of publications such as the Economist, the Wall Street Journal, BusinessWeek and the Huffington Post. Anthony's articles on business and technology appear in many publications, including BusinessWeek, The Globe and Mail, and The Times of India. He acts as a strategic advisor to several Fortune 500 firms and international institutions in Brussels, London, New York and Washington D.C. Anthony also lectures extensively to corporations, governments, and associations, where his talks on innovation, collaboration and social change have won international acclaim from executive audiences. As a Senior Fellow at nGenera Insight, Anthony founded and led the world's definitive investigation into the impact of Web 2.0 and wikinomics on the future of governance and democracy. An international thought-leader in transparency, collaboration, innovation and intellectual property, Anthony was also the executive editor for New Paradigm's nine million-dollar study on information technology and competitive advantage: the largest study of its kind. Anthony holds a master's degree in Research in Political Science from the London School of Economics, from which he graduated with Distinction, and is a PhD candidate in the Department of Government. Anthony lives with his wife and two children in Toronto, Canada, where he is at work writing a follow-up to Wikinomics, to be published in early 2010.

Richard Wilson, Director and Founder, Involve

Richard Wilson is the founder of Involve (www.involve.org.uk), the world's leading public participation think-tank, and was director from 2004-2009. He is now the director of Izwe (www.izwe.com), an international social enterprise focused on participation and new technology.

He has designed and delivered hundreds of public engagement programmes for governments and businesses across the world. He has recently worked with the European Commission, BBC, OECD, Danish Government and the French treasury. Richard has written four books and regularly writes for the Guardian newspaper.

Michael Witbrock, Chief Executive Officer, Cycorp Europe

Dr Michael Witbrock serves as the Vice President for Research at Cycorp, Inc. (USA) and is founder and CEO of Cycorp Europe (Slovenia). He also holds a part-time research appointment at the University of Innsbruck STI (Austria). At Cycorp, he has overall responsibility for research, and is particularly interested in automating the process of knowledge acquisition and elaboration, extending the range of knowledge representation and reasoning to mixed logical and probabilistic representations, and in validating, elaborating and using knowledge and reasoning in the context of collaborative task performance, particularly for tasks that involve understanding text and communicating with teams of users. Michael holds a PhD in Computer Science from Carnegie Mellon and a BSc (Honours) in Psychology from Otago University, New Zealand. Prior to joining Cycorp, he held

appointments at Terra Lycos, Justsystem Pittsburgh Research Centre, and Carnegie Mellon University. He was heavily involved in nuPedia, a collaborative project whose utter failure led to the creation of Wikipedia. He is the author of numerous publications and several patents in areas ranging across automated reasoning, knowledge representation and acquisition, neural networks, parallel computer architecture, multimedia information retrieval, web browser design, genetic design, computational linguistics and speech recognition.

Further information:

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