

DRAFT

CeGD Long Term Programme 2009-2013

CeGD 7 ePillars Model of Single SEE Information Space and Inclusive Information Society

November 2008



TABLE OF CONTENTS:

1. INTRODUCTION

2. FORMATION OF CeGD

4. STRATEGIC OUTLOOK

4.1. Vision and mission of CeGD

4.2. Strategic objectives

5. CeGD 7 ePILLARS MODEL OF SINGLE INFORMATION SPACE AND INCLUSIVE INFORMATION SOCIETY

5.1. Structure & Interoperability dimension

5.2. 7 ePillars model Information Society Umbrella (Good governance)

5.2.1. Description and objectives

A. Good Governance

5.3. 7 ePillars model eGovernance Base (eAdministration, Digital Divide & Broadband and Open Source Software - OSS)

5.3.1. Description and objectives

A: eAdministration

B: Digital Divide & Broadband

C: Open Source Software (OSS)

5.4. 7 ePILLARS FOR A SUCCESSFUL DEVELOPMENT OF INFORMATION SOCIETY

(I) eGovernment - description and objectives

I.A. eProcurement

I.B. eCustoms

I.C. eTaxation

(II) eDemocracy - description and objectives

II.A. eInclusion

II.B. eParticipation

II.C. eVoting

(III) eBusiness - description and objectives

III. A. eCommerce

III.B. eEconomy

(IV) **eEducation & eResearch** - description and objectives

IV.A. eEducation & eCulture

IV.B. eResearch - eInfrastructures

IV.C. eEnvironmentP (eEnvironment Protection) - eEcosolutions

(V) **eHealth** - description and objectives

(VI) **eJustice** - description and objectives

(VII) **eSecurity** - description and objectives

6. CeGD ACTIVITIES and 2013 Objectives

I. ANALYTICAL ACTIVITIES

- 1. *Identification of SEE eGovernance needs and strategic priorities***
- 2. *Identification of SEE eGovernance players, policies, legal regulations and IT business solutions***
- 3. *Benchmarking of eGovernance indicators regarding 7ePillars***

II. EDUCATIONAL ACTIVITIES

- 1. *Coordination of activities.***
- 2. *Transfer of knowledge.***
 1. Knowledge Base platform (CeGD web portal)
- 3. *Education & research.***
 1. eGovernance Academy.
 2. Conferences.
 3. Projects.

7. Appendix 1: Complementary interrelations between 7 ePillars methodology and eSEE Agenda Plus priorities

1. INTRODUCTION

With a document in front of you CeGD draws a distinctive long term programme with clearly determined objectives in the line of eSEE Agenda Plus¹. The aim of CeGD Long Term Programme 2009-2013 is to set a firm framework for realization of objectives and evaluation of progress made in SEE region in the line of CeGD's vision. *****Successful development of Information Society in South East Europe (SEE) that will contribute to the future development of European continent.** *** In parallel, programme is constructed in a way that enables evaluation of CeGD's success.

Formation of CeGD 7 ePillars model of Single SEE Information Space and Inclusive Information Society is a fundamental base for development of Information Society in SEE. 7 ePillars model builds on eGovernance Base fundamentally understood as a performance of governance via electronic medium and focuses on seven key spheres introduced through seven pillars - **eGovernment, eDemocracy, eBusiness, eEducation & eResearch, eHealth, eJustice** and **eSecurity**. CeGD Long Term Programme 2009-2013 offers a common vocabulary for terms comprised within pillars and sets down objectives to be reached with CeGD activities by the year 2013. The creation of Information Society Umbrella which stands at the top of the 7 ePillars model represents the overall objective of CeGD.

CeGD fundamental aim therefore derives from a firm belief in the democratic, social, economic and human potentials of SEE region. CeGD strives to promote, encourage and support the development of information society functioning complementary to European and global information society throughout its activities. As a **Public Private Partnership (PPP)**, the mission of CeGD in the field of eGovernance development is **coordination of activities, transfer of knowledge and education & research.**

CeGD strives to encourage innovative ICT supported solutions that will contribute to the future development of European continent as a whole. CeGD perceives to have the honor standing right in the spotlight in a view of regional co-operation being a cornerstone of SEE regional association process towards a membership in EU and Euro-Atlantic integration. As such political responsibility and guidance of Regional Cooperational Council (RCC) is of basic importance for the operation of CeGD CeGD is dedicated to create opportunities for strong and sustainable cooperation between European Union and SEE. Furthermore, CeGD is dedicated to strengthen regional co-operation in eGovernance related issues and to foster the use of information and communication technologies (ICT) oriented solutions in the region.

Ever closer relationships, partnerships and alliances are enabled with the use of ICT and its application to everyday social, political and economic aspects of life. Nevertheless, the global and European information society will not be complete without fully developed, efficient and effective SEE information society. CeGD team and CeGD partners are committed to work towards the realization of our common long term objectives in order to achieve the successful development of Information Society in South East Europe.

Blaž Golob, Director CeGD

¹ Reference <http://www.eseeinitiative.org>

2. FORMATION OF CeGD

Centre for eGovernance Development for SEE (CeGD) was established in January 2008 when six stakeholders (Stability Pact – eSEE, Government of Republic of Slovenia, European Foundation, UNDP, INA Academy and SRC.SI d.o.o.) and two recognized partners (Microsoft and Siemens) signed the Memorandum of understanding on the establishment of CeGD.

The decision for establishment of CeGD was underpinned by common recognitions as following:

- recognizing the importance of regional cooperation and public-private partnership in the development of information and communication technologies in South East Europe,
- recognizing the critical role played by eGovernance programmes in democratic political, economic and social development in the 21st century,
- agreeing on the strategic goal of strengthening and supporting eGovernance programmes by South East European governments including implementation of eSEE Agenda Plus and assuring the support to eSEE and bSEE initiatives,
- recognizing the common motive for facilitating region's European and Euro-Atlantic integration and regional cooperation process, specifically in terms of progress towards objectives set in EU's i2010 programme,
- recognizing the necessity of raising public awareness of the democratic potential entailed in ICT supported solutions and
- relying on the important contribution of the private sector in spurring ICT development in the region.

The memorandum recognizes CECD to be a decentralized regional network of programmes and training support, with an administrative focal point situated in Ljubljana, Slovenia, which provides an overall coordination to regional activities. CeGD was established in order to address training, educational, consulting and research related issues related to eGovernance throughout the region.

3. STRUCTURE OF CeGD

According to the Memorandum of understanding CeGD has a multi-tiered structure, encompassing a Supervisory Board of key stakeholders, a Management Board for operational oversight, an Administrative Focal Point and a network of programmes and training nodes in the region to provide eGovernance services and coordination to government clients in the region.

Based on Memorandum of understanding the Centre will also rely on two committees, a **Programme Advisory Committee (PAC)** comprised of eSEE Initiative participant leaders on eGovernance programmes charged with recommending eGovernance programme priorities, representatives of the Centre's public sector stakeholders and recognized partners and other experts and a **Private Sector Advisory Committee (PSAC)** drawn from the Centre's private sector stakeholders and recognized partners, the Stability Pact Business Advisory Council (BAC)-led ICT Forum and regional ICT business associations. PAC will be charged with helping to shape the Centre's eGovernance programme support and offerings,

drawing on existing and planned programmes within the region. PSAC will serve as a source of private sector input to the work of the Centre, its Supervisory Board and PAC.

CeGD Administrative Focal Point is according to Memorandum of understanding an office headed by a Director and supported by the Government of Slovenia, key stakeholders and recognized partners. In May 2008 the Director of Administrative Focal Point has been appointed marking the beginning of constitutive activities of the Center. Starting in autumn 2008 and further developing throughout 2009 CeGD plans to form a close dynamic team for enabling skilled and expert support to coordination and management of CeGD activities (see Chapter 6, CeGD Activities and 2013 Objectives, p. 14).

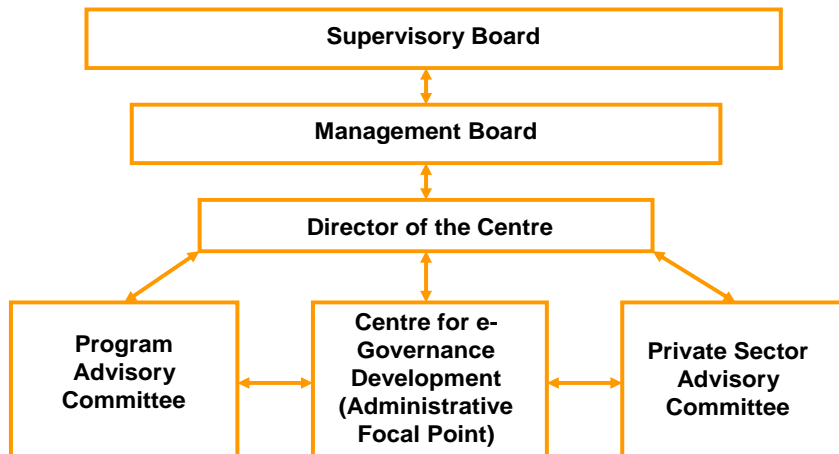
Based on the Memorandum of understanding CeGD Administrative Focal Point will seek to build a broad and dynamic network of key partners, who will provide technical support, counsel, and eGovernance content and will commit themselves to a cooperative effort towards the achievement of the Centre's overall goal of facilitating the creation of flexibly tailored and targeted working groups and programmes in accordance with the specific requests of eSEE participants. CeGD is dedicated to facilitate possibilities of attracting potential new stakeholders or recognized partners (including governments from SEE region or Europe) to the Centre's structure. CeGD objective is to create an open, broad and financially steady support encompassing variety of public and private actors. Structure of the Centre (regarding the status of stakeholder or recognized partner) being built gradually in a manner of broad partnership is perceived to bring added value into Centre's programmes and activities.

CeGD multi-tired structure consists of:

- **CeGD Supervisory Board** 9 members (CeGD stakeholders and recognized partners, maximum number of members according to CeGD Statute is 15)
- **CeGD Management Board:** 4 members (maximum number of members according to CeGD Statute is 5)
- **CeGD PAC:** 15 members (11 members nominated by the representatives of the countries authorities of SEE - eSEE Initiative and 4 members are independent experts nominated by Supervisory Board)
- **CeGD PSAC:** 15 members

CeGD Supervisory Board, Management Board, PAC and PSAC are operating according to the rules of procedure. Rules of procedure determine operation methods and composition of a board or committee, provisions of election of a chairperson and his or her mandate and provisions for adoption of decisions.

According to rules of procedure of all boards or committees CeGD Administrative focal point ensures administrative support to all boards or committees.



Scheme 1: Structure of Centre for eGovernance development for SEE

4. STRATEGIC OUTLOOK

4.1. Vision and mission of CeGD

VISION

"CEGDs vision is to achieve the successful development of Information Society in South East Europe (SEE) that will contribute to the future development of European continent".

MISSION

As a Public Private Partnership, the mission of CeGD in the field of eGovernance development is coordination of activities, transfer of knowledge and education & research.

CeGD PRIORITIES deriving from Memorandum of Understanding

Recognizing the importance of regional cooperation and public-private partnership in the development of information and communication technologies in South East Europe and the critical role played by eGovernance programs in democratic political, economic and social development in the 21st century,

Agreeing on the strategic goal of strengthening and supporting e-Governance programs by South East European governments and their implementation of the regional eSEE Agenda Plus, and thus facilitating the region's European and Euro-Atlantic integration and regional cooperation processes, taking into account the important e-Economy dimension;

Believing that there is a concerted need for such cooperation in South East Europe and that the Stability Pact for South East Europe's electronic South East Europe (eSEE) initiative and broadband South East Europe (bSEE) initiative represent an important foundation for sustaining and supporting ongoing regional efforts to promote eGovernance;

Confirming the commitment of the eSEE initiative and bSEE initiative to foster the region's progress toward achieving the objectives of the European Union's i2010 program and toward becoming a full participant in the global Information Society;

Believing that a decentralized regional network of programs and training support, with an administrative focal point to provide overall coordination, is an appropriate model;

The stakeholders commit themselves to establish a Centre for e-Governance Development for South East Europe in order to address training, educational, consulting and research issues related to eGovernance throughout the region.

Based on Memorandum of understanding CeGD will be served by an Administrative Focal Point to ensure effective coordination between regional governments, existing networks of ongoing eGovernance programs, and local training nodes to enhance the implementation of eGovernance programs and policies throughout the region.

According to Memorandum of understanding CeGD will work closely with eSEE initiative and its secretariat in Sarajevo, including the transition of the Stability Pact to the Regional Cooperation Council, to meet eGovernance needs of the eSEE participants. Furthermore,

CeGD strongly relies on the mutual synergies created with all the centre's stakeholders and recognized partners built upon the model of public-private partnership.

4.2. Strategic objectives

As it derives from Memorandum of Understanding the objectives of CeGD are as following:

- I. To increase efficiency and to improve democratic and economic processes in SEE by building open Information Society.
- II. To support the eGovernance programs of the participants in the eSEE (Electronic SEE) and bSEE (Broadband SEE) initiatives.
- III. To serve a single regional coordination point and build a network of programs and training nodes in the field of eGovernance.
- IV. To disseminate the information and good practices by facilitating training and advising leaders and regional governments in the use of ICT.
- V. To develop and facilitate optimal institutional linkages and relationships among the countries of SEE (experiences, leadership, relationship with donors & governments).
- VI. To encourage regional ownership and be closely coordinated with those regional initiatives that would benefit from SEE eGovernance initiatives.
- VII. To enable strong participation and benefits for regional governments that support monitoring, design and implementation of policy-related elements of the modern Information Society.

The rationale behind CeGD Long Term Programme 2009-2013 is the strong commitment of CeGD to encourage and advance SEE regions' compatibility with European (and global) eGovernance development objectives. Therefore EU i2010 Programme is being incorporated in individual ePillars. Objectives and the content of individual ePillars are formed on the basis of (equally important) existing objectives of regional initiatives (eSEE Agenda Plus)². A distinctive feature of the Centre's strategy is based on the continuous monitoring of new developments of eGovernance related policies and initiatives primarily in EU and in (or for) SEE region. The flexibility of strategy enables the Centre to constantly update and upgrade objectives laid down with Long Term Programme 2009-2013. Latter will serve as a key platform for the establishment of One Year Operational Plans (OYOPs).

CeGD is strongly committed to benchmark itself to create an open and confident environment³ on the one hand and to establish a transparent way of its success evaluation on the other hand. A set of long term objectives established with CeGD long Term Programme 2009-2013 enables the Centre to form a clear check-list for the evaluation of success and achieved improvements in the region.

² Please find detail explanation of complementary interrelations between 7 ePillars methodology and eSEE Agenda Plus priorities in Annex 1.

³ Reference: http://www.1000ventures.com/business_guide/crosscuttings/vision_mission_strategy.html, http://www.1000advices.com/guru/business_success_5keys_nm.html (Naryana Murthy, World Economic Forum, 2005)

5. CeGD 7 ePILLARS MODEL OF SINGLE INFORMATION SPACE AND INCLUSIVE INFORMATION SOCIETY

5.1. Structure & Interoperability dimension

According to Memorandum of understanding CeGD will function in a decentralized manner and will aim to deliver diverse eGovernance components, which will work in unison to form a collaborative environment in order to enhance regional ownership and effectiveness. The Centre will furthermore encourage and support the establishment and work of local nodes in all eSEE participants in collaboration with public and private institutions involved in the sector. The Centre will support efforts by participating governments to develop their own eGovernance functionality.

Regarding the scope of Centre's activities CeGD will focus its activities in the region primarily on the areas of eGovernance that support the broader reform of public administration, allow the transfer to South East Europe of the experience and best practices of more advanced EU member states and other global leaders, and support the development of eBusiness and eCommerce.

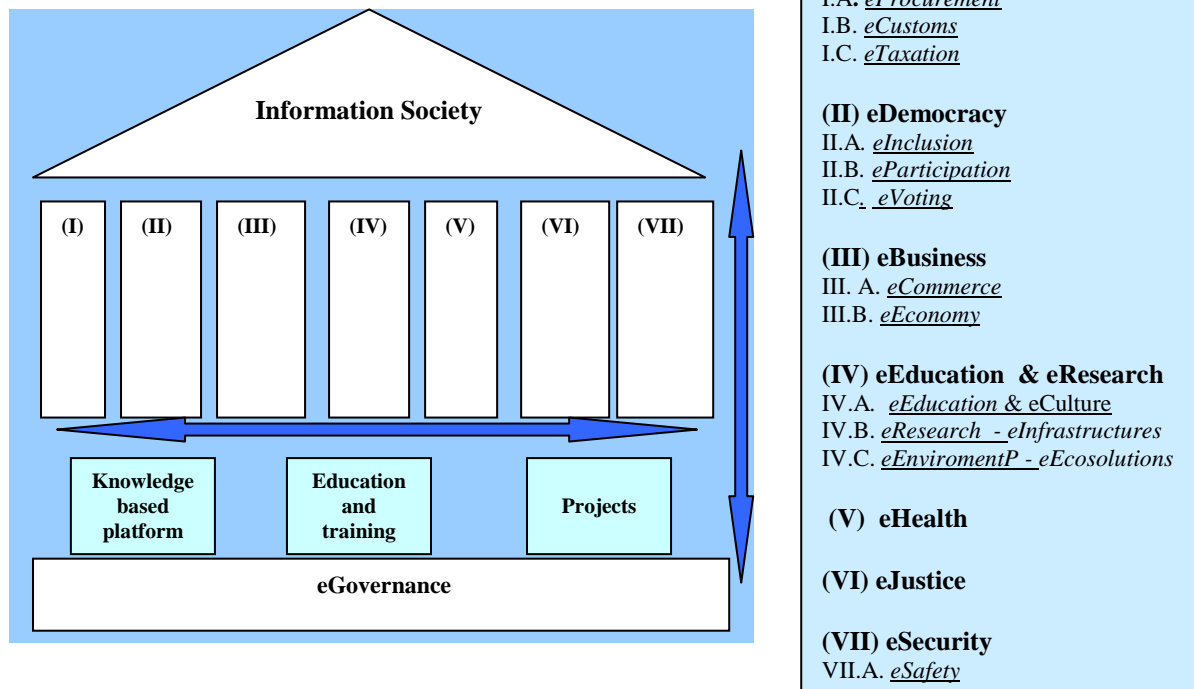
Deriving from Memorandum of understanding the activities of the Centre will focus on specific eGovernance solutions of interest to regional governments; eGovernment, eDemocracy, eProcurement, eCustoms, eCommerce, eEducation, eHealth, eJustice, and eInclusion and policy concerns as privacy, safety and eSecurity.

The strategy of CeGD, outlined in the Long Term Programme 2009-2013, is based on the idea to construct a model comprising of all above mentioned areas. The model structures and organizes relevant components by incorporating them into narrower categories (pillar sub-components) or establishes them as broader areas of Centre's activity - pillars. **7 ePillars Model of Single SEE Information Space and Inclusive Information Society** as a result includes **seven spheres of social life** which are primarily being built upon European regulative and partly on global institutions terminology. These seven fields are perceived to be **key cross-cutting areas enabling CeGD to implement its vision, mission and objectives**.

Seven ePillars are not set in hierarchical relationship with one another, although the implementation of Centre's long term programme will in early stages focus on the areas of eGovernance that support the broader reform of public administration (eGovernment and eDemocracy pillars) which is perceived to be a precondition for a successful development of all other pillars. ePillars are set in a manner to *complement* one another forming a firm and all-embracing approach which will enable a gradual regulation of all areas of societal organization. Furthermore, it is important to bear in mind that a strong horizontal interconnection exists between spheres or sub-components organized vertically into ePillars. Therefore, the initial position of a sub-category (see scheme of CeGD 7 ePillars Model of Single SEE Information Space and Inclusive Information Society, p. 9) shall not be perceived as fixed, but shall rather be perceived in a creative way enabling its installation within other ePillars taking into account the context. Various combinations offer expanded, flexible and dynamic possibilities for CeGD to incorporate different initiatives in different ways.

The combination of a distinctive structure of the CeGD 7 ePillar model and pillar-tailored activities are perceived to form a strategic approach for the establishment of effective and efficient information society in SEE.

CeGD 7 ePillars Model of Single SEE Information Space and Inclusive Information Society + CeGD Activities:



Vertical and horizontal INTEROPERABILITY

Interoperability is **the ability** of two or more networks, systems, devices, applications or components **to exchange** information between them and use the information so exchanged⁴. The implementation of interoperability between systems, applications, business processes and actors producing or using eGovernment services is of crucial importance.

5.2. 7 ePillars model Information Society Umbrella (Good governance)

5.2.1. Description and objectives

Information Society Umbrella represents the **vision of CeGD** - *"to achieve the successful development of Information Society in South East Europe (SEE) that will contribute to the future development of European continent"*.

Creation of a single SEE regional information space is offering affordable and secure high-bandwidth communications, rich and diverse content and digital services⁵. It is **further reinforcing democracy** through the implementation of good governance concept and enabling citizens to explore and fully bring to effect opportunities offered by ICT and global digital environment.

Objective:

To create a single SEE regional information space following EU objectives and complementing a creation of single European information space set down in i2010 Strategy's first objective and eSEE Agenda Plus priority area¹.

⁴ Reference: <http://www.interoperabilityconference.org/>

⁵ Reference: http://ec.europa.eu/information_society/eeurope/i2010/single_infor_space/index_en.htm

A. Good Governance

In Digital Age, good government is an accessible government⁶.

Implementation of a good governance concept is focusing on **four good governance characteristics**; participation, responsiveness, equity and inclusiveness and effectiveness and efficiency⁷ which are perceived as **vital** for creating a single SEE regional information space.

5.3. 7 ePillars model eGovernance Base (eAdministration, Digital Divide & Broadband and Open Source Software - OSS)

5.3.1. Description and objectives

eGovernance Base represents "**the mission of CeGD** in the field of eGovernance development is coordination of activities, transfer of knowledge and education & research".

eGovernance is the public sector's use of ICT with the aim of **improving information and service delivery**, encouraging **citizen participation** in the decision-making process and making government more accountable, transparent and effective⁸. It may be understood as the performance of governance via electronic medium in order to facilitate an efficient, speedy and transparent process of disseminating information to the public, and other involved actors, and performing government administration activities⁹.

Objectives:

To reinforce the recognition of the critical role played by eGovernance in improving public administrations services, strengthening economical and business friendly environment further leading to democratic political and socio-economic development of SEE region.

To generate case-to-case SEE region state strategical solutions for minimizing digital divide and maximizing broadband penetration in close cooperation with private sector in the form of PPP.

A: eAdministration

eAdministration refers to improving of government processes and of the internal working of the public sector with the new ICT-executed information processes¹⁰(eServices).

Complete government service online is a precondition for the development of modern public administration in SEE region. Government services must evolve into a form which is citizen-driven¹¹.

B: Digital Divide & Broadband

Digital Divide refers to the **gap** between those who benefit from digital technology and those who do not¹². It is not so much about *access* to digital technology but about the **benefits derived from access**. Universal Internet access directly works in the direction of accelerating **social inclusion**.

Broadband (sometimes referred to as a high-speed Internet) is an 'always on' fast connection to the Internet¹³.

⁶ Reference: unpan1.un.org/intradoc/groups/public/documents/APCITY/UNPAN000343.pdf

⁷ Beside listed above: consensus oriented, accountable, transparent and following the rule of law. Reference: <http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp>.

⁸ Reference: <http://portal.unesco.org/>

⁹ Ibid.

¹⁰ Ibid.

¹¹ Reference: <http://www.oecdobserver.org/news>

¹² Reference: <http://www.digitaldivide.org/dd/digitaldivide.html>

C: Open Source Software (OSS)

*All institutions must retain control of the systems they depend on*¹⁴! In SEE region OSS solutions and creation of open source environment could be considered. The use of open source products with **perpetual and transferable licenses** and redistribution rights allow user to use it everywhere and anytime, lowering the software costs and enabling distance learning. SEE regional actors shall consider employment of shared solutions based on the concept of cohabitation.

5.4. 7 ePILLARS FOR A SUCCESSFUL DEVELOPMENT OF INFORMATION SOCIETY

(I) eGovernment - description and objectives

*Putting the citizens first*¹⁵! is the password for SEE regional governments for achieving a goal of modern public administration.

eGovernment is defined as an **electronic delivery of government services**¹⁶. It refers to the use of the tools and systems made possible by ICT to provide better public services. eGovernment makes the interaction between government and citizen (G2C), government and business (G2B), government and public servants (G3E) and inter-agency relationships (G2G) more convenient, transparent and effective¹⁷.

Objectives:

To stimulate SEE region governments on electronic data exchange with suppliers complementing the EU member states governments efforts to achieve a capability of at least 50% of public procurement to be carried out electronically;

To successfully implement the single window concept in SEE region.

I.A. eProcurement

eProcurement is an electronic business-to-business or business-to-consumer purchase and sale of supplies and services and other information and networking systems. Transactions are **initiated and completed electronically**. It is an on-going process of improving overall capabilities of governments to handle key processes with their suppliers such as tenders, orders, delivery notes, catalogues, invoices, or payments in an electronic way (eSignature, eCatalog, eOrdering, eInvoicing).

I.B. eCustoms

The aim is to introduce **an electronic, paper-free customs environment** in SEE region complementing the EU Member State's electronic customs systems. **The Single Window environment** aims to expedite and simplify information flows between trade and government and bring meaningful gains to all parties involved in cross-border trade. A Single Window can be described as a system that allows traders to lodge information with a single body to fulfill all import- or export-related regulatory requirements¹⁸.

¹³ References: http://www.netalert.gov.au/advice/publications/guides/a_teachers_guide_to_internet_safety/glossary.html, <http://www.balianti.com/techterms.asp>

¹⁴ Reference: UK OSS Watch, <http://www.oss-watch.ac.uk/resources/itstrat.xml>

¹⁵ Reference: http://ec.europa.eu/information_society/tl/soccul/egov/index_en.htm

¹⁶ Reference: <http://www.portal.unesco.org/>

¹⁷ Reference: <http://web.worldbank.org/>

¹⁸ Reference: United Nations Economic Commission for Europe: The Single Window Concept

I.C. eTaxation

Initiatives to **migrate taxation procedure in to the Internet** have to be taken by SEE region State governments. Most State administrations are encouraged to make progress in handling individual and corporate tax returns on-line. The aim is to simplify administration, lightening the burden on both sides¹⁹.

(II) eDemocracy - description and objectives

eDemocracy is concerned with means by which all groups can have **access to the electronic engagement**, including visually disadvantaged, disabled or socially excluded persons²⁰.

Objectives:

To develop a common understanding of ICT as a driving force of inclusion and quality of life in accordance with i2010 Strategy third objective;

To increase SEE regional governments efficiency and to improve democratic processes to build an open information society.

II.A. eInclusion

eInclusion means taking full advantage of opportunities offered by new technologies to overcome social and economic disadvantages and exclusion²¹.

Access to information is a right as well as a condition for prosperity. eInclusion means ensuring that technology is not part of the barrier to inclusion²².

II.B. eParticipation

*Participation promotes a sense of ownership of the political process*²³.

eParticipation means the use of ICT for **enabling and strengthening citizen participation** in democratic decision-making processes²⁴. eParticipation works in a close connection with eGovernance which brings forth new concepts of citizenship, both in terms of citizen needs and responsibilities (e.g. active citizenship); its objective is to engage, enable and empower the citizen²⁵. In order to improve coordination of the law-making process and ensure greater public participation²⁶ **eLegislation** initiatives to create a legislative information system in SEE region countries should be considered.

II.C. eVoting

eVoting is e-democratic technique that enables citizens to vote online on a specific public issue to be adopted (e-referendum) or relates to the use of the internet for casting a ballot that is transmitted to electoral officials via the Internet (e-election) (Trechsel et al, 2003: 50)². eVoting and eParticipation have been recognized by the European Commission as a part of eDemocracy³ as related to the political democracy concepts (representative and participatory democracy) formalized in the articles 8 A and 8 B of the Treaty of Lisbon.

(III) eBusiness - description and objectives

¹⁹ Reference: <http://ec.europa.eu/idabc/en/document/5965/5584>

²⁰ Reference: <http://stats.oecd.org/glossary/detail.asp?ID=6711>

²¹ Reference: http://ec.europa.eu/information_society/activities/eincusion/bepartofit/index_en.htm

²² Ibid.

²³ Reference: http://ec.europa.eu/information_society/activities/egovernment/policy/eparticipation/index_en.htm

²⁴ Ibid.

²⁵ Reference: <http://portal.unesco.org/>

²⁶ Reference: <http://www.epractice.eu/document/3743>

*eBusiness means business!*²⁷

eBusiness allows for information to be acquired and **goods and services purchased via Internet** with increasing trust, speed and volume²⁸. eBusiness covers the internal processes within a company as well as interactions with suppliers, distributors and other partners' further increasing efficiencies, with public authorities and with their customers through their direct response and feedback²⁹. It is much more than eCommernce, where the focus is on commercial transactions between companies and their customers³⁰.

Objectives:

To create a competitive market for information society and media services in accordance with the first objective of i2010 Strategy and to build awareness of importance of ICT for today's economy growth and employment in SEE region;

To define eBusiness policies aiming to remove technological, organizational and legal barriers to ICT adoption with a focus on SMEs and promotion of ICT and eBusiness adoption among SMEs in accordance with i2010 Strategy second objective.

III. A. eCommerce

eCommerce is perceived to be **one of the key factors** to make firm steps towards achieving more competitive and dynamic knowledge-based economy in SEE region. The accessibility of the Internet (*Everyone has access to the Internet!*) is a key prerequisite for implementation eCommerce services.

eCommerce enables business to transact with each other efficiently (B2B) and brings customers closer to business (B2C)³¹. Introduction of **B2B electronic marketplaces** (or B2B Internet trading platforms) which are interconnecting buyers and suppliers and enabling them to trade online must be considered in SEE region.

III.B. eEconomy

A shift from a seller-driven to a **buyer-driven marketplace** is necessary in SEE region, forcing companies to evaluate new, with **ICT supported solutions**. ICT software and solutions must be adopted by companies from SEE region to become compatible and significant players in a global marketplace. Special attention must be given to **SMEs, a key source of innovation and growth** in SEE region. Barriers for successful adoption of advanced ICT in SMEs must be eliminated³².

²⁷ Reference: E-Commerce Times, <http://www.ecommercetimes.com/story/Giving-Your-Site-a-Social-Life-63880.html>

²⁸ Reference: http://ec.europa.eu/enterprise/ict/index_en.htm

²⁹ Reference: http://ec.europa.eu/information_society/tl/ecowor/ebusiness/index_en.htm

³⁰ Reference: http://ec.europa.eu/enterprise/ict/index_en.htm

³¹ Reference: <http://web.worldbank.org/>

³² Reference: http://ec.europa.eu/information_society/tl/ecowor/smes/index_en.htm

(IV) eEducation & eResearch - description and objectives

Objectives:

To support initiatives for overcoming the fears and threats accompanying ICT in general public and to promote and develop solutions for achieving media and digital literacy for all generations in SEE region;

To strengthen investment in RTD with special regard to ICT research development and funding in accordance with i2010 Strategy second objective;

To strengthen investment in RTD with special regard to synergizing ICT and environment protection driven solutions (eco-solutions).

IV.A. eEducation & eCulture

The competitiveness of SEE regional industry and social inclusion are dependent on effective use of ICT³³. The knowledge, skills and competences of workforce and population are in great portion deriving from the **Internet accessibility and access ability**. While the *accessibility* focuses on eInclusion dimension, *access ability* represents all skills embraced under the term eEducation including media and digital or technology literacy. In knowledge-based economy and society, eSkills, media and digital literacy are the doorways for SEE region workforce and population to the opportunity to be fully integrated in European and global societal dynamics in today's information age³⁴. The key words concerning eEducation are therefore **access, skills and the confidence** to use the Internet³⁵ with the dedication to involve SEE regional population in all stages of life (from children to life-long learning).

As culture and cultural policies are in European sense perceived to be a key dimension for further and closer integration of European continent as a whole, the term **eCulture** implies the need for a new type of policy. The Internet and digital media have an impact on how artists and culture-makers express themselves, how our cultural heritage is presented and made accessible, how libraries make information accessible to public, and how the media present the news, public debate and culture. **Digitalization** affects the entire spectrum of **culture production, distribution and presentation**³⁶. Digitalization paves the way for new interrelationships between the different cultural domains (art, media and cultural heritage), and between culture, education, sciences, and the (knowledge) economy. Digitalization stimulates cultural institutions and culture-makers to reassess their work methods and roles³⁷.

IV.B. eResearch - eInfrastructures

eInfrastructures enable networking of researchers and scientists in SEE region and globally. By removal of geographical barriers, **cooperation and synergy** between various research groups in SEE region is enabled finally leading to a greater potential for the development of solutions for complex scientific problems³⁸.

SEE region governments or public sector should be the first buyer of innovative solutions and technologies!

³³ Reference: http://ec.europa.eu/enterprise/ict/index_en.htm

³⁴ Ibid.

³⁵ Reference: <http://www.oecdobserver.org/>

³⁶ Reference: From ICT to E-culture. Advisory Report on the digitalization of culture and the implications to cultural policy. Netherlands Council for Culture, August 2004 (www.cultuur.nl/files/pdf/advies/E-cultuur_engels.pdf).

³⁷ Ibid.

³⁸ Reference: Republic of Slovenia eGovernance Action Plan 2010

IV.C. eEnvironmentP (eEnvironment Protection) - eEcosolutions

Research in environmental technology encompasses any application of technology to environmental problems. These applications of technology strive to improve environmental quality by increasing efficiency and performance while reducing waste and treating, monitoring pollution and treating other environmental problems.

Stimulation and deployment³⁹ of ICT complemented environmental technologies which reduce pressures on environment should be implemented through close alliance with SEE regional research and scientific sphere emphasizing the involvement of experts from the region.

(V) eHealth - description and objectives

eHealth is the encompassing name given to the generic use of tools based on **ICT to assist and enhance the prevention, diagnosis, treatment, monitoring and management of health and lifestyle**⁴⁰. eHealth can deliver significant benefits through improvements in access to care, quality of care, citizen-centered health systems and the efficiency and productivity of health sector⁴¹. The effort in SEE region should be concentrated on developing region-wide cooperation, cross-border access to electronic health records, ePrescription emphasizing standardization and safety in eHealth and reinforcing close co-operation with industry⁴².

Objective:

To achieve interoperability of eHealth solutions and systems within the SEE region.

(VI) eJustice - description and objectives

eJustice sets common efforts in forcing **exchange of information in justice related fields relying on ICT**, enabling networking of different registers (criminal records, insolvency registers, commercial and business registers and land registers) for access to citizens, economic operators, practitioners of law, judicial authorities and courts. Following Austrian development of eJustice applications and services perceived as a good practice, SEE region governments are encouraged to introduce automation of court procedures (administration of court calls, electronic dispatch of letters, court fees, electronic legal information etc.), Electronic Legal Communication (ELC) as an instrument of communication with the parties of proceedings, electronic registers (listed above), electronic document archives, Edict File for all announcements provided for in court proceedings to be exclusively published there, Legal Information Systems for fast search of court decisions, documentation and literature and legal user information. It is essential for SEE region governments to create internet portal for general public and intranet – internal application for employees working in the field of justice. Interoperability of national eJustice web portals should create impetus for developing a prototype of **SEE regional eJustice Portal**.

Objective:

To create a prototype of eJustice Portal following the EU initiative of setting EU eJustice Portal.

³⁹ Reference: EC Environmental Technology Action Plan, http://ec.europa.eu/research/evnironment/policy/etap_en.htm

⁴⁰ Reference: http://ec.europa.eu/health-eu/care_for_me/e-health/index_sl.htm

⁴¹ Ibid.

⁴² Reference: eHealth 2008 Conference Declaration, Portorož, Slovenia.

<http://www.ehealth2008.si/index.php?id=26&mid=25>

(VII) **eSecurity** - description and objectives

eSecurity can be defined as the use of adequate **precautions to protect your data and systems**⁴³. The objective of eSecurity is to protect information assets by managing risk through an appreciation of threats and vulnerabilities, their likelihood and their potential impact. The aim is to maintain the availability, integrity and confidentiality of data⁴⁴.

Objectives:

To establish domestic CERTs and start exchange of information in SEE region;

To promote development of ICT supported systems for disaster treatment.

To promote safety for children using the Internet.

VII.A. eSafety

eSafety means the **protection of online environments** from illegal and harmful online content. Making the Internet a safer place, particularly for children, is a necessity⁴⁵. Measures for fighting illegal content and tackling harmful content must be adopted in SEE region. Steps towards raising awareness and promoting a safer online environment for children must be taken⁴⁶.

A complementary notion of eSafety dimension that needs to be strongly recognized and supported is the issue of **ICT supported disaster treatment**, including electronic ways for notifying of citizens in cases of natural or other disasters, epidemic diseases and rescue actions.

⁴³ Reference: <http://www.scottish-enterprise.com/publications/e-security.pdf>

⁴⁴ Reference:

<http://www.glasgowchamberonline.org/.../downloads/EBC/LPF%20Master%20Security%20%20Version%203%20Apr2002.ppt>

⁴⁵ Reference: European Commission Information society and media. Making the Internet a Safer Place. June 2008.

⁴⁶ Ibid.

6. CeGD ACTIVITIES and 2013 Objectives

According to Memorandum of understanding CeGD will strive to promote the development of the range of eGovernance programmes within South East Europe. The Centre will rely on a decentralized network of institutions and experts, public and private, in a manner consistent with the direction laid out in the ongoing EU activities and policies as well as with recognized global best practices.

Regarding the cooperation with existing networks addressing eGovernance issues and involvement of experts, CeGD is determined to form strong alliance with regional networks, other networks already present in the region and all relevant European or global networks demonstrating common interests with CeGD in achieving the successful development of Information Society in South East Europe. In all six below listed groups of Centre's activities, CeGD strongly commits to the engagement of experts from SEE region. In areas with identified lack of expertise from SEE region CeGD will attract and engage experts recognized as such on a global scale and provide training for regional expertise acquirement.

A strong alliance planned with networks and experts (**pool of experts**) will be further reinforced with an introduced structure of CeGD being a public-private partnership. CeGD is determined to select and introduce European and global **good practice cases** and **solutions** from public and private sector being presented at the knowledge. Centre will strive to identify best possible solutions according to countries' and SEE needs further stimulating the synergies between governments and business sector solution providers.

STRUCTURE OF CeGD's ACTIVITIES

CeGD will provide the following activities in order to reach the successful development of Information Society in SEE:

III. ANALYTICAL ACTIVITIES

1. Identification of SEE eGovernance needs and strategic priorities enables the centre to organize activities targeting the issues within the field of eGovernance that are initiated by exclusively using the **bottom-up approach**. Themes for education and training activities are therefore determined by identified and expressed needs of regional actors further reinforcing the principle of regional ownership of the centre. The key added value of this activity: offers **primary data** (collected in the field) **for the process of priority setting**.

The process of identification of eGovernance needs in the region is of crucial importance for the preparation of the One Year Operational Plans of the centre and future/strategic planning. The good functioning of PAC and PSAC (relevant CeGD advisory bodies) will be of crucial importance. Foresight methodology⁴⁷ (study) will be used as a tool to identify the long term priorities.

Objective by 2013: CeGD will have a successful methodology (Foresight & Forward look exercise) for identification of eGovernance needs and long term priorities.

2. Identification of SEE eGovernance players, policies, legal regulations and IT business solutions fundamentally builds upon the **presentation of good practice cases** present in regional, European and global environment. Identification of SEE eGovernance players is a

⁴⁷ Foresight is a systematic, participatory, future-intelligence-gathering and medium-to-long term vision-building process aimed at present-day decisions and mobilizing joint actions. For detailed information visit <http://forlearn.jrc.ec.europa.eu/index.htm>.

key precondition for the centre to be able to address right fora of institutions, policy and decision makers, NGOs, ICT business sector and also academicians in the field of eGovernance in order to establish efficient communication channels. Establishment of communication channels will enable the centre to be able to influence right actors on the one hand and collect valuable good practice cases on the other hand. CeGD perceives good practice cases to be one of the most effective tools enabling the development and adoption of most suitable solutions for specific needs identified in SEE countries.

CeGD will develop the system of policy and institutions analysis for identification of SEE eGovernance players, policies & legal regulations (state, regional or municipal levels of policy-making, business, IS R&D and innovation and civil society). CeGD will create the SEE eGovernance monitoring system. Additionally CeGD will develop methodology for analysis of eGovernance institution setting and policy-making environments success factors.

Objective by 2013: CeGD will have a successful monitoring system for policy and legal regulations analysis and IT business solutions.

3. Benchmarking of eGovernance indicators regarding 7ePillars is primarily based upon the **principle of employment of existing European and regionally developed methodologies of benchmarking**. CeGD clearly recognizes the importance of producing data that are **comparable** in all mentioned contexts. CeGD will therefore **supplement existing methodologies in those issues, incorporated in 7 ePillar model that are novel** in comparison with other methodological frames of determining eGovernance components. The purpose of benchmarking activities is not doubling the existing ongoing activities in benchmarking on regional, European or global level. The function of CeGD benchmarking is:

- to reach the compliance with the methodology of 7 ePillars model and
- development of clear check-list for evaluation of SEE region's development in eGovernance related issues and measurement of CeGD success in fulfilling the determined objectives.

Benchmark of existing eGovernance indicators that reflects the development of Information Society / Single SEE information Space and Inclusive Information Society throughout 7 pillars. CeGD will collect information and benchmark indicators by seven different eGovernance pillars. It will start with the pillar I. (eGovernment). This area could be extended according to the success of application to the EU VII. Framework programme.

Objective by 2013: CeGD will have the role model monitoring system for measuring the success of Information Society development.

IV. EDUCATIONAL ACTIVITIES

1. Coordination of activities. CeGD perceives that fragmented actions and actions that are not exclusively centre's objectives oriented cannot bring the satisfactory results or progress to the SEE region. Strategic approach based upon **priority setting** (and **bottom up approach**) lay down a firm foundation for well functioning of CeGD as **a regional education node**. Definition of CeGD as regional education node incorporates following activities:

- dissemination of information and best practices
- facilitating training and advising leaders and regional governments in the use of information and communication technologies

- to increase efficiency and to improve democratic and economic processes
- develop and facilitate optimal institutional linkages and relationships
- enable the exchange of experiences,
- decide on joint activities (importance of networking)
- stimulate leadership of regional actors in fields with most experience
- close relationships with donors and other governments with more advanced eGovernance programmes

Objective by 2013: CeGD is established as a regional education node with fully recognized eGovernance Academy.

2. Transfer of knowledge. The (mid-term) **objective** of CeGD is the development of eGovernance education & training Curriculums for 7 ePillars constituting 7 ePillars Model of Single SEE Information Space and Inclusive Information Society.

The development of eGovernance education & training Curriculums will be **gradual**. eGovernance education & training Curriculums are composed of **seminars, workshops and training activities**. Articulated themes and issues addressed in education activities are based on expressed specific needs in SEE region (Identification of SEE eGovernance needs and strategic priorities) and are primarily driven by the purpose of overall eGovernance development in SEE region.

2. **Knowledge Base platform (CeGD web portal)** www.cegd.eu

CeGD will develop and constantly update the knowledge based platform - web portal of the CeGD. Web portal will be a presentational tool of eGovernance 7 pillars indicators, players, policies and legal regulations Knowledge based platform will also present good practice solutions, successful policy making model and successful legal regulation model. The knowledge based platform will enable networking among eGovernance players (educators/trainers, ICT professionals and other eLeaders).

The Centre for eGovernance Development intends to use its website as a comprehensive and interactive knowledge platform, supporting the dissemination of eGovernance practice throughout the region of Southeast Europe. By serving as a medium for eGovernance exchange, the site will also constitute a tool for maintaining up to date information on the SEE eGovernance landscape and outstanding needs.

Objective by 2013: CeGD will have a successful and inclusive Knowledge Base Platform.

3. Education & research.

4. **eGovernance Academy.**

The activities of education and research of CeGD are in close connection with activities of coordination and strongly recognize the importance of **regional dispersion of events**. Education and research activities are structured in a following manner:

eGovernance Academy includes **activities that are awarded with the CeGD Diploma**. The **accreditation of CeGD** will be gained through gradual process of centre becoming regional centre of excellence for the development of information society in SEE. In further stages of development the recognition of eGovernance Academy will be reinforced by setting up an **Academic Board**, composed of excellent and recognized experts from SEE region, European and global experts.

eGovernance Academy is perceived as an **organizational umbrella** under which CeGD **organizes seminars, workshops and trainings**. **Target groups** of academy's activities are participants occupying key positions in decision or policy making process (in levels from local, national and regional, including international institutions located in SEE representatives), business sector, NGO sector, recognized experts and academicians in concerned fields in SEE region.

The **main common denominator for defining target groups** is the ability of participants to assert important influence over the concerned issues in their institution, organization, state or region.

CeGD will foster the development of regional SEE R&D and innovation potential. The events will be organized in different scopes.

Objective by 2013: CeGD will have an internationally recognized education, training and research centre namely **CeGD eGovernance Academy**.

5. Conferences.

Conferences are by CeGD perceived as one of key tools for development of accreditation and recognition of CeGD in regional, European and global context. Furthermore, conferences provide a valuable room for networking with relevant partners (useful for CeGD and SEE countries, national institutions, organizations, NGOs and business sector actors).

Objective by 2013: To achieve the status of CeGD (co)organized conferences as key events for gaining the knowledge about innovations in eGovernance related issues.

6. Projects.

Projects are as a type of CeGD activity perceived as activities in **3 levels**:

1. CeGD organizes educational events (under eGovernance Academy) with a purpose to provide regional actors with skills and knowledge for successful application in EU project schemes
2. organization of CeGD In-house Projects (projects on specific relevant topic, e.g. interoperability, digital divide, with strong educational component and dissemination of information, necessary regional dispersion of events, necessary strong commitment and partnership with one or more stakeholders/recognized partners, securing financial resources and expertise)
3. CeGD as Individual Project (IP) competes in EU project schemes call for proposals

CeGD will as Individual Project (IP) take part in following EU project schemes:

- 7th Framework Programme
- FP 7 INCO NETs
- INTERREG
- IPA

CeGD will network into existing platforms on European level:

- European Network of Living Labs⁴⁸

⁴⁸ For more information visit <http://www.cdt.ltu.se/projectweb/4421cddc626cb/Main.html>.

Projects will respond to the identified needs of the customers, trends related to development of Information Society, EU and other international programmes. CeGD will connect its activities throughout projects to Stakeholders & Recognised partners activities in the line of CeGD Vision and Mission statement (see MOU).

Objective by 2013: CeGD will finance 75% of its activities by projects.

Appendix 1: Complementary interrelations between 7 ePillars methodology and eSEE Agenda Plus priorities

CeGD_7p_nr	CeGD_7p_name	eSEE_Ap_nr	eSEE_Ap_područje
1.0	eGovernment	C.2	C
1.1	eProcurement	C.2	C
1.2	eCustoms	A.5 / C.2	C
1.3	eTaxation	C.2	C
2.0	eDemocracy	C.5	C
2.1	eInclusion	C.1	C
2.2	eParticipation	C.1 / C.5	C
3.0	eBusiness	A.5 / C.3	C
3.1	eCommerce	C.3	C
3.2	eEconomy	C.3	C
4.0	eEducation & eResearch	B.0	B
4.1	eEducation & eCulture	A.2 / B.0 / C.4	B
4.2	eResearch - eInfrastructures	B.4 / B.5	B
4.3	eEnvironment		
5.0	eHealth	A.2 / C.2	A
6.0	eJustice		
7.0	eSecurity	A.1 / A.2	A

eSEE_Ap_nr	eSEE_Ap_name
A.0	PRIORITY AREA: SINGLE SEE INFORMATION SPACE
A.1	Availability of high speed broadband networks and secure services
A.2	Development and accessibility of rich online content and transfer from conventional format
A.3	Interoperability in accordance with the European Interoperability Framework (for administrations
A.4	Harmonization of rules for Information Society and media
A.5	National / regional electronic identity management
B.0	PRIORITY AREA: INNOVATION AND INVESTMENT IN ICT RESEARCH AND EDUCATION
B.1	Computers and access to Internet in all schools
B.2	Curriculum for ICT skills
B.3	Establish vocational training in ICT
B.4	Include ICT related research among national research priorities
B.5	Further development of National Academic and Research Networks and improvement of regional interconnection
C.0	PRIORITY AREA: INCLUSIVE INFORMATION SOCIETY
C.1	Access to technology and equal opportunities
C.2	ICT enabled public services and e-Government
C.3	Fostering the development of e-Business
C.4	Digital libraries and heritage
C.5	e-Participation and e-Democracy