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Modernising public administrations is an ongoing task for any state. Yet the possibilities of information and communications technology have given this task a whole new dimension since the 1990s. The IT-based overhaul of public administrations and expansion to incorporate IT-based communications (eGovernment) have led to modernisation successes and changes that are most tangible for citizens and companies alike. Administrative processes ranging from human resources management and the management of business trips right through to technical processes are being conducted electronically. The vast majority of public administrations have been fitted out with PC workstations, can be reached via email and offer both the public and the business community relevant information on the Internet or, in an ideal case scenario, enable administrative processes to be conducted fully online. This course of action has been adopted by nearly all the industrialised countries under the political agenda of eGovernment with a view to creating locational advantages in a globalised world by having state-of-the-art and customer-oriented public administrations. At the same time, international experience confirms that the mere introduction of IT-based communications or electronic systems still does not fully exploit efficiency potential. It is also necessary to examine the organisation as well as business processes and to foster the competencies of those responsible. Hence the traditional tasks of administrative modernisation and the evolution of eGovernment will have to be a joint focus in the future.

By launching the *Focused on the Future: Innovations for Administration* programme, the Federal Government has therefore adopted a universal strategy for the modernisation of the Federal Administration that encompasses the areas of human resources, management, organisation and eGovernment. The aim is to make the Federal Administration more efficient and to organise its services and systems in such a way that they become simpler, faster and more customer-friendly.

eGovernment has another role to play: the state becomes a customer and promoter of future technologies, ensuring that the necessary IT infrastructures are available. By using innovative and new technologies, the state is providing impetus and is becoming a partner to the business community.
2. eGovernment – vision

The Internet offers people a global electronic communication forum that is used to exchange goods, services and information at virtual locations. The vast majority of public authorities, companies and private households are equipped with the relevant technology today. Nowadays, more and more people go shopping, conduct transactions with banks or insurance companies, and have discussions on the widest range of subjects by making a virtual visit to online shops, by participating in online banking or by visiting online forums. Just like physical mobility in the natural world, virtual mobility therefore plays a key role for a country’s economic, academic and social life. However, virtual mobility faces a large number of obstacles. Even though most parties concerned have data and documents available in electronic form, direct, electronic data exchange is not always possible.

For a state-of-the-art electronic communication area, it is a matter of securely connecting the existing electronic islands of citizens, businesses, public authorities and other organisations. The prerequisites for seamless electronic cooperation need to be created, particularly in the areas of security, reliable identification and the availability of communication partners. To this end, the Federal Government will be performing more and more organisational tasks – as it has done regarding services of general interest, the transport network and energy supply – in pursuit of the following goals:

- To ensure communication paths are reliable and that information and data can be transported reliably by electronic means.
- To ensure all participants have a clear identity on the Internet and an email address which enables them to reliably receive and send data and information.
- To ensure that public administrations are fully and comprehensively accessible by electronic means and that businesses and administrations can cooperate seamlessly using electronic means.

Administration, businesses and the scientific community are called upon equally to help shape Germany as an electronic communication area. To this end, the Federal Government will define focal areas as part of the eGovernment programme in the coming four years.
In the coalition agreement of 11 November 2005, the Federal Government set itself the goal, inter alia, of reducing bureaucracy, consolidating state finances and enhancing the capacity of the state to act by having an innovative, capable and efficient administration. eGovernment is expected to contribute to achieving these goals. In addition, eGovernment is to be used strategically to promote innovative technologies in Germany.

In a cabinet decision of 8 March 2006, the Federal Government called upon the Federal Ministry of the Interior to develop a relevant eGovernment strategy for the Federal Administration and to make preparations for its implementation in the years to come in cooperation with the Ministries. In doing so, the Federal Government is also called upon to meet the objectives defined by the European Commission in the *i2010 – a European information society for growth and employment* initiative.

At the end of 2005, the largest eGovernment initiative in Europe, *BundOnline 2005*, was brought to a successful conclusion. Between September 2000 and the present day, more than 440 public services have been delivered online. Of these, 244 online services are directed specifically at businesses. The public now has online access to 265 services. For the further expansion of eGovernment, a stronger focus on the needs of the business community as well as an increase in the transaction depth of online services is required.

The majority of administrative services in Germany are not provided by the Federal Government, but by the Federal Länder and local authorities. As a rule, those who use eGovernment services do not make any distinction between administrative levels. Businesses and citizens alike expect to be able to avail of uniform and seamless eGovernment services. In June 2006, an expanded *Deutschland-Online* action plan was presented in addition to the national eGovernment strategy adopted by the Federal Government, the
Federal Länder and local authorities. The joint plans for Deutschland-Online envisage prioritising selected projects, intensifying programme management, expanding the national communications infrastructure of German public administrations and providing central support services. The Federal Ministry of the Interior will devote more time to its own resources in the next few years to ensure that the prioritised projects in its remit can be successfully implemented.

The Federal Länder and local authorities are working in parallel on the further expansion of their own eGovernment services. All of the Federal Länder are currently implementing their own eGovernment strategies. Nearly all local authorities have an Internet presence and over 80% of local authorities are already providing relevant online services. A large number of local authorities in Germany offer central access to their online services via highly efficient portals.

### eGovernment progress by international comparison

All of the leading industrialised nations over the world have created highly efficient eGovernment services over the past few years. eGovernment is a location factor that makes a place attractive as a business location. All future national plans to expand eGovernment services in the years to come are hence oriented across the board to reducing the costs of administrative services and enhancing the benefits for citizens and, above all, for businesses. In some countries, the aim is primarily to expand eGovernment services based on demand, to increase take-up of online services and to develop cost saving potential within public administrations by having shared services among all public authorities. Secure, simple online identification also plays a key role.

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1 Cf. examples in the eGovernment programmes of Austria (i2010 Austria) or Great Britain (Transformational Government)
The EU *i2010 – Information Society and the media working towards growth and jobs* initiative and the eGovernment action plan adopted in April 2006 provide the Member States with a guideline for further expansion of electronic services offered by public authorities in Europe. The objectives comprise creating user satisfaction with online services, reducing the administrative cost and effort for citizens and businesses, having uniform identity management, integrating all strata of the population and creating transparency.

When an international comparison is drawn of eGovernment progress, Germany tends to rank in the middle. The reasons for this are that, as a rule, online services provided by the various administrative levels are not available seamlessly to users throughout Germany, but also that Germany’s federal structures are not taken into account when evaluations are made.

### eGovernment in relation to other initiatives launched by the Federal Government

The work performed by the Federal Government to expand eGovernment services must been seen in the close context of other initiatives and political programmes implemented by the Federal Government that are geared towards **administrative modernisation and enhancing Germany’s attractiveness for business**.

- eGovernment plays a key role for the modernisation process and is hence an integral part of the Federal Government’s programme on administrative modernisation and of the National Reform Programme as part of the European Lisbon strategy.
- As part of the *eGovernment 2.0* programme, the Federal Government has ensured the implementation of its prioritised *Deutschland-Online* programme.
- The Federal Government’s *iD2010 – Information Society Germany 2010* programme assists the EU in implementing the i2010 initiative, which is an integral part of reorienting the EU Lisbon Strategy.
As part of the High-Tech Strategy, the Federal Government is actively promoting research and development projects that have a great mobilisation effect on innovation, also in the field of eGovernment.

The National Plan for the Protection of the Information Infrastructures (NPSI) lays important foundations for secure and reliable eGovernment for administrations and users alike.

The IT Strategy of the Federal Administration creates the basis for planning, expanding and harmonising the Federal Administration’s IT infrastructure and creates the technical framework for IT facilities.

The development of the Geodata Infrastructure Germany (GDI-DE) is contributing to the European INSPIRE initiative with a view to optimising political and administrative management as well as value creation on the basis of decentrally managed, area-specific data.
The Federal Government has identified four fields of action that are to be expanded in a targeted manner by 2010 in order to promote the modernisation process in public administrations and in Germany as a business location with the aid of eGovernment:

A **Portfolio**: demand-oriented expansion of the Federal Government’s eGovernment services in terms of quality and quantity

B **Process chains**: electronic cooperation between businesses and public administrations via a joint process chain

C **Identification**: introduction of an electronic identity card and development of eID concepts

D **Communication**: a secure communications infrastructure for citizens, businesses and administrations
**The Federal Government’s eGovernment services are being expanded in a demand-oriented way.**

Businesses, citizens and administrations will be able to access any government services they need online by 2010. As such, the administration is focusing on economic efficiency and user needs. It is engaged in an ongoing dialogue with users. Existing offerings are being gradually evolved and wherever there is a lack of applications, these are being supplemented on the basis of prioritised services.

All of the Federal Government’s eGovernment services are subject to high quality criteria in respect of user friendliness and scope of services. Public administrations can offer generalised online access to information required about administrative processes and can process this information under open standards without any media discontinuities. The eGovernment services are simple and safe to use for all target groups.

The level of awareness and acceptance of eGovernment services has risen significantly due to enhanced performance and user incentives. Electronic services are becoming indispensable for suitable services and selected user groups.

Technical competencies of the various administrative levels are no longer relevant for users of seamless, electronic services provided by the Federal Government, the Federal Länder and local authorities. Important processes, for instance public registers, civil status services and motor vehicle registers, have been simplified and electronically supported across all public authorities. Administrations cooperate nationwide, using electronic means.

Process times and costs are to be reduced vis-à-vis traditional administrative processes, and further potential savings are to be generated. eGovernment is actually making a significant contribution towards budget consolidation. To invest in the further expansion of the Federal Government’s eGovernment services, the objective is to ease the burden on budgets by aiming for a three-year amortisation period.
The Internet is set to become the most popular communication and sales channel for administrative services. However, online services will also be supported by traditional communication channels.

The Federal Government is also using eGovernment to enhance participation in shaping the political landscape (eParticipation) and to ensure citizen inclusion (eInclusion). Everyone has equal access to the information society, thus preventing a digital divide.

**Process chains**

**Businesses and public administrations are cooperating extensively by using electronic means. They are reducing bureaucratic costs and enhancing Germany’s attractiveness as a business location.**

The interface between businesses and public administrations offers the greatest efficiency potential. Even today, businesses and citizens can save an average of EUR 430 million a year by using the Federal Government’s existing eGovernment services. By 2010, public administrations and businesses will be using integrated business processes and interoperable IT systems in order to reduce the costs of administrative procedures for both sides, thereby contributing to the *Bureaucracy Reduction and Better Lawmaking* programme.

For businesses and trade associations, it is part of day-to-day business to provide information to public administrations and to file applications. That is why these processes, which require contact with public administrations, are, as a rule, structured and organised as business processes (personnel registration, obligations to provide statistics, to file applications, to obtain approval, to make contact with the revenue authorities). The same applies to public administrations. The aim is to integrate both the business processes and the IT systems of the parties involved as a pilot project for selected administrative processes. Optimised business processes in businesses and public authorities and relevant standards for interfaces and exchange formats between the respective IT systems will provide the basis for this. Institutionalised cooperation has been established between the parties involved at public administrations and businesses in the area of planning and implementation.
Examples of process chains

Submission of businesses’ statistics
- Within the framework of statutory obligations to submit official statistics, the data from businesses’ accounting systems can be transmitted electronically and automatically to the Federal Statistical Offices and the Statistical Offices of the Federal Länder.

Secure logistics and container chain
- All processes and IT systems involving the control of the movement of goods (e.g. at dispatchers, freight forwarders and recipients) and security controls at public authorities (customs, Federal Office for Goods Transport, healthcare authorities) need to be coordinated. Notification requirements and redundant data recording can be reduced for all parties concerned.

Identification

The state is offering an infrastructure for the clear electronic identification of citizens, businesses and public administrations.

Secure transactions over the Internet require not only secure infrastructures and efficient online services, but in particular also clear identification of the parties involved and the possibility of making a legally binding declaration of intent. All generalised and hence attractive transaction services of businesses and public administrations currently need to use their own identification system and, if applicable, also need to integrate suitable signature systems. Many of the electronic identification and signature mechanisms available today do not meet the requirement of user-friendliness. On the contrary, they tend to cause even more uncertainty among users.
The following goals can be derived from these requirements:

- Citizens and companies need to be able to use the online services of the state and businesses reliably and to build secure, electronic business relationships.
- Communication partners need to be certain in the electronic world that the identity of their communication partner is authentic. This safeguards the exchange of confidential information.
- Electronic identification mechanisms must be more user-friendly and generate the necessary acceptance among citizens and businesses. The use of reliable identification systems reduces the risks of identity fraud on the Internet in respect of eBusiness and eGovernment.
- In electronic transactions, only the data needed for the particular identification purposes should be exchanged. This means that electronic identification offers higher data protection than many traditional identification systems. As high-security documents issued by the state, personal identity cards must meet the requirements that ensure secure and simple identification. Comparable, simple and secure identification should also be issued to users wishing to carry out electronic transactions at affordable costs. From 2008 onwards, electronic identity cards will meet these requirements.

In addition to security gains for citizens, electronic identification also creates additional potential for businesses and for the modernisation of public administrations. Businesses use the possibilities of standardised identification of business partners to complement their eBusiness services. Acceptance and distribution of secure electronic identification offer businesses in Germany cost-effective solutions, for instance by enabling them to take out policies with the insurance industry or to conduct transactions with the banking industry electronically in order to offer information services giving access to sensitive data in healthcare. In public administrations, one of the major foundations has been laid for the acceptance and processing of data by public authorities in all processes that require the identification of citizens without any media discontinuities.
Communication

The state is organising secure electronic communication areas for citizens, businesses and public administrations.

Despite the manifold efforts that have been made, communication over the Internet is riskier today than ever before. Electronic mailboxes are inundated with spam, worms and phishing mails. There is a lack of cost-effective identification and authentication systems, and any systems that are already available have not yet generated sufficient acceptance. The Internet offers less legal security and has less binding character than ordinary paper-based communication. A lack of trust among citizens, businesses and public administrations in the security of Internet communications could jeopardise electronic markets and the social modernisation effects that go hand in hand with electronic communications.

State-certified citizens’ portals are endeavouring to counteract this problem, offering a protected, secure electronic communication area on the Internet. Citizens are given a location on the Internet from where they can communicate simply, securely and non-anonymously. As such, personal data is protected, and citizens can determine themselves who is to have access to their information. Citizens’ portals enable people to have an electronic presence on the Internet using their own electronic mail address. They can authenticate their identity reliably vis-à-vis third parties with the help of their citizens’ portal. Personal documents and information can be stored securely on a long-term basis and can be made available to selected communication partners.

Citizens’ portals give citizens a face on the Internet. They make non-anonymous and secure electronic communication the norm and, in doing so, create an important foundation for preserving and expanding the Internet as a medium of social, scientific and economic development. The possibility of secure electronic communication gives innovative impetus to businesses and public administrations that will help to enhance eGovernment and eBusiness services.
Measures in relation to demand-oriented eGovernment expansion (portfolio)

In order to evolve the eGovernment portfolio so that it meets demand and offers high quality, electronic services and online offerings are reviewed on an ongoing basis. The needs of users in respect of services are recorded in demand analyses with the help of businesses and the scientific community. Quality criteria are developed on the basis of demand analyses and are used as a basis for eGovernment in public authorities. User advisory boards, components for online demand analyses and an online platform for communication with trade associations and target groups support this process. Regular analyses on the popularity and take-up of eGovernment services are used for planning and success control purposes.

The user-driven expansion of the Federal Government’s eGovernment portfolio is hence based on the optimisation of the most important services in terms of quality, which meet demand and support efficient and cost-effective administrative processes. When the results of the demand analyses are available, the Federal Ministry of the Interior draws up a list of the new services that are required and the quality improvements that have been made to existing services in a portfolio every year in cooperation with the Ministries and documents their implementation within the framework of a progress report.

The public authorities will deliver their optimised service portfolio that will be geared to meet demand by the end of 2010. In doing so, they will check the statutory basis, re-organise administrative processes and plan potential cost savings in public authorities’ budgets. The administrative processes will be expanded until it is possible to accept and further process data using electronic means only. Secure identification systems with the aid of electronic identity cards and secure electronic addresses will be used to receive and send data.

User-friendliness will be enhanced and access to online services will be supported by additional communication channels and by removing existing barriers. Online security
and the protection of user data will be safeguarded. Public authorities will measure the take-up of all eGovernment services that highlight potential time and cost savings by users and the effectiveness of the measures will be monitored on an ongoing basis. For including users and by advertising electronic services in a targeted way, the popularity of eGovernment services will be boosted. eGovernment services offer additional incentives, for instance, adapted scales of charges in order to heighten acceptance and increase the take-up of eGovernment services.

**In optimising services, public authorities are being supported by:**

- the provision of components for demand analyses,
- the combination of quality criteria for user-friendliness,
- process cost models as proof that administrative costs have been saved,
- central IT services, for instance the Federal Office for Information Technology at the Federal Administrative Office or the Centre for Information Processing and Information Technology at the Federal Ministry of Finance,
- the joint, targeted advertising campaign on the new eGovernment portfolio.

Part of the demand-oriented eGovernment expansion is the commitment on the part of the Federal Government and the Federal Länder to step up their efforts to implement the Deutschland-Online strategy. By evolving the structures in the civil registration system, piloting a nationwide civil status register and online motor register, administrative processes are being simplified and service is being enhanced. The Federal Government is providing resources to ensure that this initiative can be implemented as scheduled. Joint project management is being set up at the Deutschland-Online office at the Federal Ministry of the Interior, which will be responsible for overall project management, information management, controlling and the management of support services for this initiative. A standardisation office is to be set up at the Federal Office for Information Technology that will further harmonise the data exchange formats for eGovernment services developed by the Federal Government and Federal Länder. In order to ensure that citizens and businesses have direct access to the administrative services of all public authorities in Germany, the Federal Government is supporting the administrative
The portals network with the Federal Länder and local authorities within the framework of the Deutschland-Online strategy. The portals network is intended to make the competencies for administrative procedures transparent, regardless of the administrative level involved.

In order to enhance Internet uptake in accordance with the European goals relating to participation and e-inclusion of all parties – eParticipation and eInclusion – electronic participation systems such as forums are also being expanded to meet demand. To secure the digital integration of the individual population groups, the necessary competencies relating to eGovernment services are being promoted to meet the requirements of specific target groups, and access barriers are being systematically removed. It is a matter of creating one “information society for all” and, with this in mind, of promoting a digital society that includes everyone in which everyone has opportunities and the risk of exclusion is kept to an absolute minimum. Furthermore, the electronic availability of data and information of public authorities is being expanded in order to implement the Freedom of Information Act, for instance, bearing aspects of economic efficiency in mind.

**Measures aimed at the innovative electronic connection of business processes between businesses and public administrations (process chains)**

Demand and benefit orientation are of key importance, also in terms of the technical integration and reorganisation of business processes between businesses and public administrations. Suitable process chains are therefore being systematically identified based on the following criteria:
- demand notified or established by businesses,
- bureaucratic costs currently incurred by businesses,
- technical implementation stage and degree of maturity of existing IT systems,
- the possibility of organised integration of processes between businesses and public administrations.
Selected process chains are being implemented at the public authorities involved in the form of projects that have specific goals, for instance involving the reduction of process costs. Concrete implementation plans are subsequently drawn up together with businesses for the integration of business processes and the financing of measures is specified in coordination with businesses. Furthermore, adjustment possibilities are being sourced in the existing statutory framework in order to exploit additional optimisation potential, for instance by simplifying process steps or process requirements at public authorities. The requirements of data protection and data security in integrated business processes are being taken into special account in the implementation plan for all parties concerned.

An eGovernment competence centre is to be set up at the Federal Ministry of the Interior in 2007 that will first and foremost assist businesses and public authorities with the technical and organisational integration of their business processes. The competence centre will act as a facilitator between public administrations and businesses in order to exchange reciprocal requirements in relation to the integration of business processes and synergies regarding implementation. This includes accompanying scientific research that will identify innovative technical and organisational potential for all parties concerned and will assess the benefits for businesses and public authorities. Furthermore, demand-oriented information management with an efficient communication platform is to be set up that will provide answers both to organisational and to technical issues raised. To this end, the competence centre will involve the scientific community and trade associations in a suitable way.

The eGovernment contact persons at the Ministries will support the government’s *Bureaucracy Reduction and Better Lawmaking* programme at their Ministries, using the standard cost model as well as the work geared towards modernising the administration. Furthermore, recommendations will be drawn up for the Committee of State Secretaries for the Reduction of Bureaucracy in order to reduce costs and burdens in relation to information requirements by using eGovernment solutions.
The Federal Government is preparing to introduce an electronic identity card that will facilitate secure reciprocal identification on the Internet. The first electronic identity cards are to be issued in 2008. With digital identity cards, the necessary secure, harmonised online authentication functionality will be created for eGovernment and eBusiness, and the previous, traditional identity cards will be further developed, creating a combined identification system. In doing so, innovative security technology will be used that will also help to modernise public administrations and to strengthen internal security. As such, the use of electronic identity cards will create a higher level of data protection than the traditional identity cards as access will only be given to the data required for identification purposes.

With the introduction of electronic identity cards in 2008, businesses will also be able to give access to private eBusiness applications that use electronic identification. To this end, the IT prerequisites for applications used by businesses will be communicated and coordinated comprehensively in advance with representatives of the business community.

eGovernment involving all public authorities also needs a reliable and standardised electronic identification system as citizens are unable to prove their identity themselves when their file is processed by a new public authority. Rather, it must be possible for public authorities to establish a person’s identity when data is exchanged electronically. A comprehensive eldentity concept is being drawn up which will ensure authentication for intra-agency cooperation in eGovernment. The eldentity concept describes the exchange of personal data between public authorities which does not require any participation by the relevant persons. European harmonisation is supported in this area having regard to the European framework on electronic identities.
To provide secure, electronic communication between citizens, businesses and public authorities, private and public providers are creating citizens’ portals that are state-certified and hence meet defined security and confidentiality requirements. In addition to secure communications, they offer citizens the possibility of setting up their own electronic mailing address. Citizens’ portals generate a secure communication area on the Internet, in which confidential and binding electronic communication is the norm.

The following services are being developed for citizens’ portals:

- **Secure exchange of electronic information**
  With the aid of citizens’ portals, citizens can exchange electronic information conveniently with other citizens, businesses and public administrations using different channels, different formats and clearly defined security levels. Messages are transmitted confidentially, using qualified electronic signatures (if necessary). The clear electronic address ensures that citizens can be reached in the electronic area, which – similar to physical mailing addresses – can also be integrated into electronic identity cards. Even legal persons can set up organisational mailboxes at citizens’ portals. Notifications and other electronic documents can be sent to these mailboxes securely and in binding form.

- **Reliable authentication**
  With the aid of citizens’ portals, citizens and even registered organisations can authenticate themselves reliably vis-à-vis external systems. Citizens’ portals act as identity providers for the communication partners involved. All citizens need to register only once with their respective citizens’ mailbox provider and to post their identity data. This enables citizens to authenticate their identity with online providers such as online shops, banks and public authorities via the citizens’ portal.
Permanent and secure storage of electronic documents and other data

Citizens can securely store documents and personal data, for instance applications and notifications, photos and videos, accounts and other personal data, in a data safe for longer periods. Internal services offered by citizens’ portals ensure format compatibility and the validity of electronic signatures. Selected data can be posted in a special access area which authorised communication partners can access.

Secure electronic communications between the offices of the Federal Government, the Federal Länder and local authorities secure the basis for comprehensive IT-based modernisation of administrative processes. To this end, a coordinated communications infrastructure of German public administrations is being set up and expanded as part of the Deutschland-Online strategy. The availability, security and quality of the network are oriented to the special requirements of an efficient public administration. Furthermore, the secure and efficient links between German public administrations and European structures will be safeguarded. In an initial step, an assessment will be carried out on the communications networks and basic services in the Federal Government, the Federal Länder and selected local authorities, and a strategy will be drawn up to integrate existing structures into a national communications infrastructure.
By launching the eGovernment initiative, the Federal Government will be contributing towards consolidating future federal budgets and towards reducing bureaucratic costs for businesses and citizens alike. To this end, the Federal Government is investing in future technologies and has described in its eGovernment 2.0 programme how it wishes the Federal Administration to develop over the next few years.

It has been estimated that in 2006 public administrations could save around EUR 350 million a year and that public administration customers could save around EUR 430 million a year by using eGovernment services offered by the Federal Government. This savings potential must be seen against the backdrop of around EUR 650 million which the Federal Government has invested in the present eGovernment services since 2002.

The Federal Ministry of the Interior will draw up a detailed cost-benefit analysis and a finance concept on the envisaged measures in cooperation with all Ministries involved for the eGovernment 2.0 initiative by 2007 that will support the respective financial plans in the Ministries’ budgets. As implementation progresses, the cost-benefit-analysis will be updated by the Federal Ministry of the Interior in cooperation with all Ministries each year until 2010. This data will also lay the foundation that will enable the Ministries to manage their respective measures and to develop future plans beyond 2010.
The scope of the eGovernment programme with the large number of public authorities involved, the large number of eGovernment services to be expanded and, last but by no means least, the scope of investment required to implement the goals calls for efficient organisation and cost-effective implementation of the measures. The mandate for cost-effective implementation of the eGovernment programme comprises the key requirements for:

- closer cooperation between all public authorities,
- provision and use of joint solutions for similar tasks and
- safeguarding existing investments made by the Federal Government in eGovernment services

The Federal Ministry of the Interior is planning the eGovernment 2.0 programme together with the Ministries and will update it each year, bearing these principles in mind.

**Programme management and project management**

In implementing the eGovernment programme, the Federal Ministry of the Interior is responsible for coordinating the measures and for managing the programme in the four fields of action in cooperation with the Ministries and based on the spirit of partnership, in particular with the contact persons at the Ministries.

Concrete implementation projects will be defined in cooperation with the Ministries in the four fields of action. The public authorities responsible for the respective field will be responsible for project management. The Federal Ministry of the Interior will oversee the coordination and cooperation with projects within the framework of the Deutschland-Online strategy. The projects will be integrated into the eGovernment initiative by February 2007 in an initial implementation plan. The implementation plan will be updated annually as a progress report and will be submitted to the cabinet and published in due course.
Promoting competencies at public authorities and on the customer and addressee side

The success of the measures will depend hugely on how committed staff is at public authorities, but also in businesses. In order to support the relevant work, staff at public authorities and in businesses will have access to information management at the eGovernment competence centre. The eGovernment competence centre will be set up at the Federal Ministry of the Interior by 2007 as part of the measures implemented in relation to the field of action “process chains”. It will act as a facilitator for public administrations and businesses. In addition, public authorities can continue to rely on the support of the Federal Office for Information Technology and the Federal Office for Information Security when implementing the eGovernment projects.

Amendment of legislation and ministerial adjustment to eGovernment

It is anticipated that existing regulations, provisions and laws will need to be amended, newly created or abolished as part of the implementation process of new, innovative eGovernment solutions.

The amendment of statutory norms and adjustment to eGovernment by the Ministries will be implemented as an ongoing task in the Joint Rules of Procedure of the Federal Ministries. As such, sufficient time will be granted until the provisions enter into force. It will also be examined whether it will be necessary to adopt a separate eGovernment law by the end of 2006. If necessary, work on drawing up any such law will commence in January 2007.
Public relations work and marketing

Public relations work and proactive marketing of the results achieved in the eGovernment initiative are at least as important as the solutions themselves. Even the most valuable solutions cannot lead to the desired success if the target groups are not familiar with them. The Federal Ministry of the Interior will harmonise the public relations work for all issues relevant to eGovernment in coordination with the contact persons at the Ministries and will offer to assist the various partners with the planning and implementation of the required marketing measures.

Evaluation of eGovernment and accompanying scientific research

In order to measure whether the eGovernment programme has met its goals, progress and successes are to be assessed on an ongoing basis. As part of the programme, relevant cost-benefit analyses are to be carried out by public authorities that will focus, in particular, on the benefits for customers and users. Public authorities will use the standard cost model for suitable services, such as obligations to provide information, in order to illustrate the benefits of eGovernment in reducing bureaucracy. Furthermore, each year, the Federal Ministry of the Interior will draw up a summary on the progress and contribution towards budget consolidation and administrative modernisation in relation to the eGovernment programme and will report to the Federal Government.