

## **Scenario session Report eGovernment beyond 2005**

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Ministry of Interior and Kingdom relations,  
The Netherlands

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Hans C. Arents

## Introduction to this report

In September 2003, the Commission adopted a communication signalling the importance of e-Government as a means of achieving world-class public administration in Europe. As part of the Lisbon strategy, e-Government is seen as providing a major economic boost by providing new and better services for all citizens and companies of Europe. The Communication calls upon Member States to express their political commitment to co-operation at European level spanning both the private and public sector, to accelerate the take-up and development of e-Government. It presents a set of actions that reinforce the e-Government priorities currently being addressed within the eEurope 2005 Action Plan.

The eGovernment subgroup has been tasked to provide new policy recommendations to the eEurope Advisory Group on eGovernment. The eEurope subgroup consists of leaders of the national eGovernment initiatives from EU Member States, Norway, Switzerland, Romania, Bulgaria and Turkey. In previous meetings of the eGovernment subgroup the current eEurope 2005 plan had been evaluated. This report contains the contents of the European eGovernment scenario sessions held under the Dutch presidency and organised by Zenc for the Dutch Ministry of interior and the eGovernment unit of the Directorate General Information Society of the European Commission at the COBRA museum in Amstelveen, on September 27<sup>th</sup> 2004. The informal scenario session was organised to enable an inspired and focussed formal session the next day. 23 countries were represented by one or more delegates who play a key-role in the National eGovernment programmes and in the current change towards a European eGovernment Framework. The eGovernment Leaders were invited to discuss the main challenges and the status of eGovernment in achieving those goals.

The discussion was organised in a scenario-format to encourage open participation and imaginative thinking. The group went through several steps and the interaction resulted in a lively discussion and some remarkable statements. The mood of the day was carried into the more formal COBRA meeting which resulted in the COBRA recommendations. This report should convey the search for common experiences and emerging views in the light of scenarios for E-Europe. The methods chosen were more computer supported, impressionistic and more interactive than traditional powerpoint presentations of experts with brief discussions afterwards. The organisers have chosen to maintain that style in this report. Many of the statements in this document are therefore abbreviated reportings of brainstorming sessions. Those shortened statements are to be viewed in that context.

For the first session the Group of National Delegates was divided in six groups and the remarks of the delegates were processed by the moderators. The results were then summarised by the moderators for the audience.

Those remarks are summarised in chapter II and visualised in keywords-diagrams.

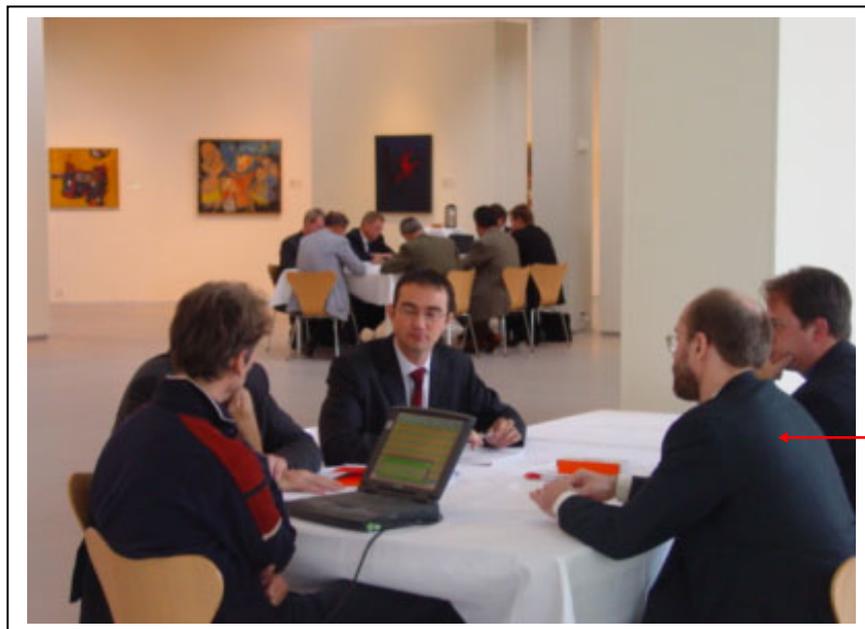
The second session has been a brainstorm by the participants in couples of two, answering four questions on one of the three scenarios. The participants could also read and add to other scenarios. The items were printed immediately on coloured cards and attached to large boards.

The three scenarios (dinosaur, pockets of inspiration and networked Europe) were then discussed in three subgroups. The clustered concepts resulting out of the discussion were gathered around clustering concepts which are presented in chapter III of this document.

The third session was a plenary discussion of the presentation of results from the three groups by their moderators. Participants were invited to add their comments. The author's recommendations for future action derived from the day's output are summarised in Chapter three. Some closing remarks by the hosts of the day were added. The last section IV is the literal representation of views entered during the day.

The Hague, December 15<sup>th</sup>,

Arre Zuurmond  
Rob Peters  
Jan Lelie



Hans C. Arents

## 1. Short introduction of the scenario's method

Scenario planning is a tool to stimulate different perspectives on the future in order to make a better preparation possible on possible future developments. Scenario planning does not pretend to predict the future. It helps to focus attention on the essentials in the unpredictable future and therefore direct efforts and resources more effectively. To make scenario planning a useful tool scenarios should:

- consist of a coherent set of visions, axioms and policies on a possible future
- distinguish clearly from each other: It is better to have extreme opposite scenarios than to work with more realistic scenarios that are hardly distinguishing.
- Stimulate the imagination: The essentials of the scenario have to be explained in one phrase or word that stimulates the imagination of the people involved. They have to tell a story that appeals to the audience (although the audience doesn't have to agree with the content, scenarios can be provocative)
- Should be build on (two) clear, independent dimensions.

The two dimensions that underlie the scenarios for eEurope are:

### 1.1.1. A: The process of modernization

The process of modernization is well described in a recent study.<sup>1</sup> In this dimension we focus on eGovernment as an enabler for better government. The vision that emerges for eGovernment in the EU for at least the next decade, is the one that places eGovernment as a tool for *better government* in its wide sense. It places eGovernment at the core of public management modernisation and reform, where technology is used as a strategic tool to modernise structures, processes, regulatory framework, human resources and the culture of public administrations (OECD, 2003c) to provide better government, and ultimately increased *public value*.

The creation of public value<sup>2</sup> is a wide term that encompasses the various democratic, social, economic, environmental and governance roles of governments. These roles are more concretely illustrated by the provision of public administration and public services (health, education, social care), by the development, implementation and evaluation of policies and regulations, by the management of the public finances, by guaranteeing democratic political processes, ensuring gender equality, social inclusion and personal security, and by managing environmental sustainability and sustainable development.

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<sup>1</sup> eGovernment in the EU in the next decade: Vision and key challenges, C. Centeno, R. van Bavel and J.C. Burgelman, Final version, August 2004.

<sup>2</sup> "Public value refers to the value created by governments through the provision of services, the passing of laws and regulations, and other actions" by Gavin Kelly and Stephen Muers, quoted in UN, "World Public Sector Report 2003: eGovernment at the Cross-Roads"

### **1.1.2. B: The process of cooperation and coordination**

Europe is a continent that has a strong tradition of working together, coordinating and cooperating in the development of political, economic and societal questions. In fact, the forming and expansion of the EU, can be seen as an example of this cooperation and coordination. There is no strongly centralized government structure, but this does not mean that collective problems are not addressed. In Europe a complex institutional arrangement, with different levels of autonomy and centralized ruling for different sectors of society and government, has been put in place.

In the coming decade new forms and intensities of cooperation and coordination can be expected. This can be cooperation and coordination at regional, national and international levels. Also this cooperation and coordination can be within and between domains of economy, politics, society.

### **1.1.3. Combination of the two dimensions for eGovernment**

If we combine the two dimensions, we can discern three possible directions of development for eEurope.

#### **Dinosaurs**

If Europe intensifies its levels of cooperation and coordination, without institutional modernization, and economic, political and societal powers of the different nations act more as one whole, we see a scenario that can be described as ‘Dinosaurs’: we will get stronger, bigger institutions, that will be very strong. They might (!) be able to survive terrorist attacks, they will be able to produce large quantities of standardized products and services effectively and efficiently. But will they be able to serve an individualized public, will they be transparent and open? Will they be flexible enough to respond to changes in a timely fashion?

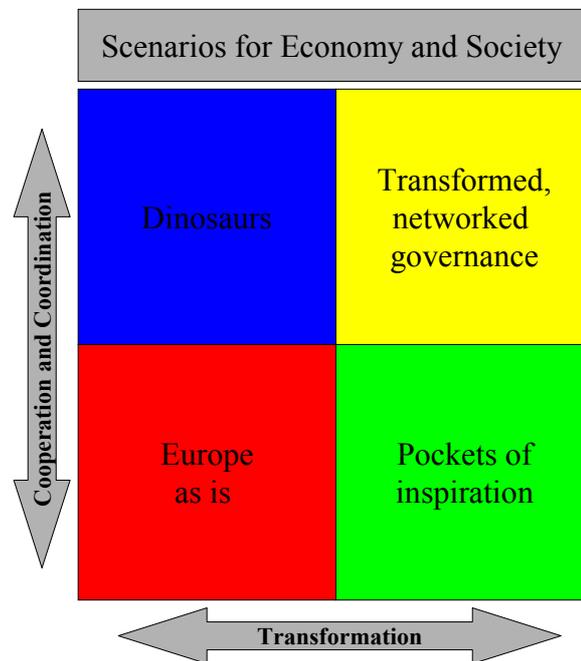
#### **Pockets of inspiration**

In this scenario, some governments and/or regions will be able to modernize their institutional structures and open their culture to accommodate for the exigencies of the new information age. At the same time, the level of cooperation and coordination has not changed for the last thirty years. Economic activities are still largely based at the national or regional levels, universities hardly cooperate and coordinate at the international level, and also modernization in domains as social security, public safety, welfare, health and education are haphazard and patchy: fragmented and largely based on old or accidental networks of cooperation. Economies of scale and creative, intercultural interchanges of ideas and approaches do not take place systematically. Regions, states, but also domains of activity (politics, economy, society) act as if they are competitors.

#### **Transformed institutional infrastructures**

In this scenario, the modernization and the cooperation/coordination has taken place at the same time. This means that we will witness an Europe, that has used internet, ICT’s and technology as a strategic tool to modernise structures, processes, regulatory framework, human resources and the culture of public administrations to provide better government, and ultimately to increase *public value*. This has been realized at regional, national and

international level, where economic powers, political powers and societal powers have found new ways of working together, without becoming one, integrated, supernational entity.



NOTE: the fact that scenario exercises are necessarily restricted, as in this case to taking just two dimensions into account, has to be considered when drawing any conclusions from the observations and comments that follow.

## 1.2. Specific questions to be answered by the subgroups

The subgroup discussion has been moderated per scenario. The participants have been divided into three subgroups. They were asked to imagine that ‘their scenario’ would become a reality, irrespective of their own value judgement. With that in mind, the following questions need to be answered:

- Describe what Europe will look like in your scenario (with respect to politics, economy, society, and administration)
- Cluster inputs per scenario (using electrostatic boards as provided by Mind at Work)
- Describe the factors that will enhance probability of the scenario in question (trends, events, etc.)
- Describe role and position of government in your scenario
- Necessary ICT-policy measures to support your scenario
- ICT-governance needed to realize the scenario
- Results delivered by the ICT-measures
- Contribution to larger EU-agenda of ICT-measures

## 2. Summary of first round of findings

Each delegate was asked to introduce himself in the subgroups by mentioning:

- the two most important issues in the field of eGovernment that he or she has to deal with at home
- the two most important issues in the field of eGovernment that have to be taken up by the EU in the coming five years.

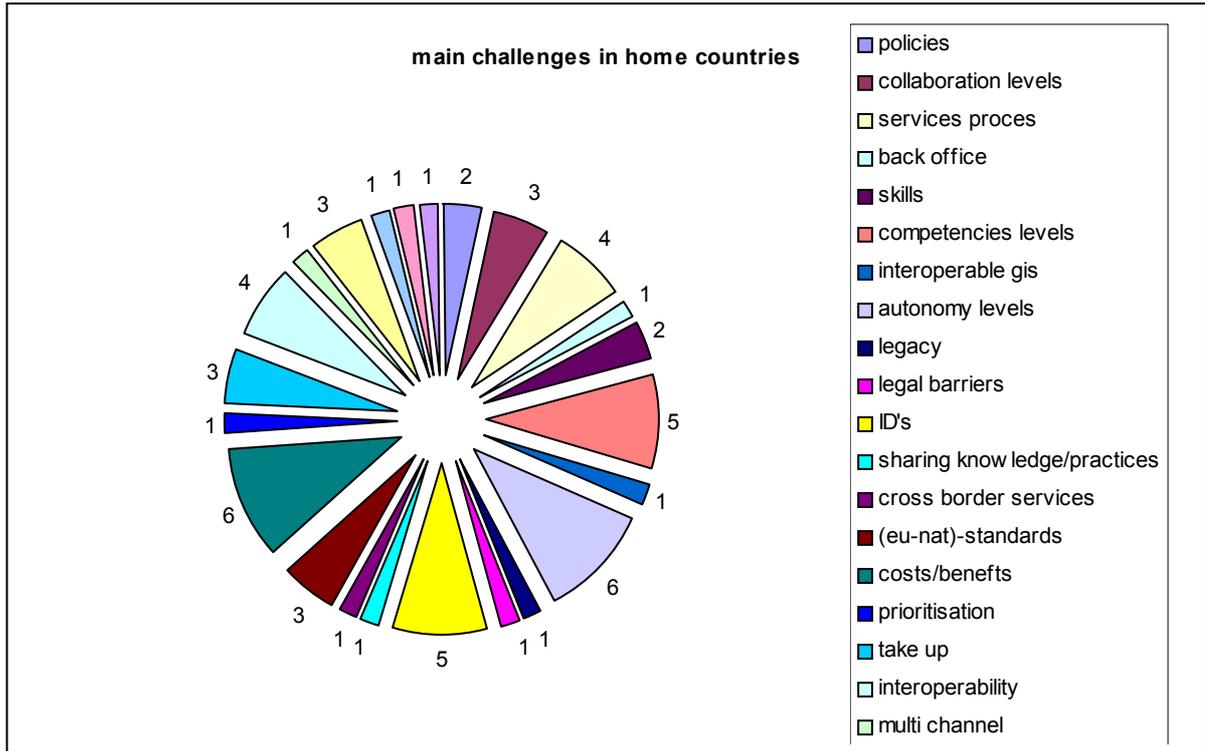
1 The question regarding the challenges at the home situation generated four top issues:

- Competencies and roles (who does what, when)
- Autonomy of regions and localities
- ID management
- Cost /Benefit analyses

policies	2
collaboration levels	3
services process	4
back office	1
skills	2
competencies levels	5
interoperable gis	1
autonomy levels	6
legacy	1
legal barriers	1
ID's	5
sharing knowledge/practices	1
cross border services	1
(eu-nat)-standards	3
costs/benefits	6
prioritisation	1
take up	3
interoperability	4
multi channel	1
common architecture	3
coordination EU programmes	1
cross sector services	1
authentic data sources	1

**Display of results:**

*-What are the 2 most important issues in the field of eGovernment that you have to deal with at home, in your country?*



2 The question regarding issues for Europe to handle had three outstanding issues:

- Prioritisation of tasks: who does what
  - o Most countries struggle with definitions of roles, competencies and the orchestration of a “Fit” at the European level; They require guidance in “the division of Labour” between the different Layers of European Government. Some shared models are required while maintaining the subsidiarity principle:

*Quote: “We don’t need a boss in Europe, but we do need cooperation. We need leaders who listen and guide the process slowly but go on. Like China has learned, we should not only listen to the elder”.*

- o The Leaders expressed a clear need for more coordination, sharing of knowledge and the avoidance of repetition.

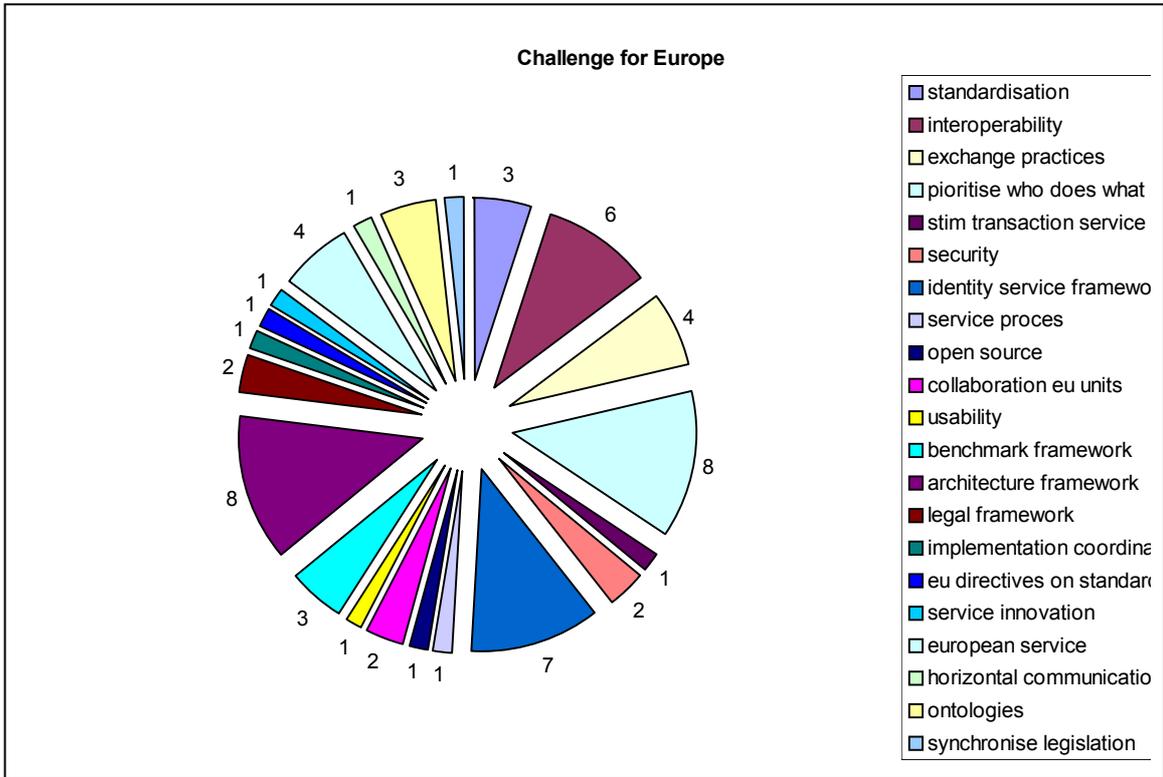
- European Service framework
  - o Benchmarking and best practice sharing
  - o Facilitating Pan European services like interoperable identity services, insurance
  - o Emphasis on demand perspective
  - o Legislation
  - o Service Processes and standards

- Architecture framework
  - o understanding, harmonisation, transparencies and definitions.
  - o Coordination on Open standards
  - o Virtual competence centre
  - o Technical base for interoperability

standardisation	3
interoperability	6
exchange practices	4
prioritise who does what	8
stim transaction service	1
security	2
identity service framework	7
service proces	1
open source	1
collaboration eu units	2
usability	1
benchmark framework	3
architecture framework	8
legal framework	2
implementation coordination	1
eu directives on standards	1
service innovation	1
european service	4
horizontal communication	1
ontologies	3
synchronise legislation	1

Display of results  
- mention 2 most important issues in the field of eGovernment that have to be taken up by the EU in the next 5 years?:

Display of results  
 - mention 2 most important issues in the field of eGovernment that have to be taken up by the EU in the next 5 years?:



## 2.1. Key concepts in relation to the scenarios

The group was then invited to cluster the many elements they found in relation to the scenarios around key concepts. The clustering exercise is a vehicle to create common understanding about the issues at stake. The resulting concepts are listed here to provide an overview of those issues.

### Key concepts in Dinosaur scenario

- Inefficiency / ineffectiveness - Centralisation Coordination – fragmentation - Entrapment
- Missed chances - No innovation
- Reduced quality of life - Loss of democracy - Conformity - Repression
- No big chances

The key concepts associated with the Dinosaur scenario are negative. Intensified cooperation and coordination without institutionalised change is seen as the unchecked result of a prolonged control reflex. It became clear during the clustering session that determined action is required to stop this scenario from happening.



### Key concepts in Pockets of inspiration scenario

- Strategic leadership – Risks – Fragmentation of public systems - Local domination
- Larger – differences - Euro stasis – Innovation- Inefficiency
- "Localism" +/- Breaking up of social structures - Inequalities – Fragmentation of public systems
- No public leadership - Loss of public value (inequality) - Fragmentation

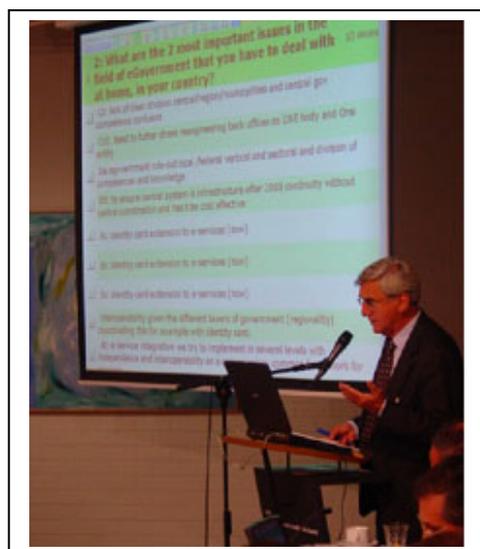
The key concepts associated with this scenario provide insight in those effects of public system innovation that need to be monitored: (structural) inequality between pockets, domination of some regions and costs of inefficiency when innovation is not shared. The role of Europe in this scenario was questioned: where is the leadership and European inspiration in such a scenario?

## Key concepts in networked scenario

- Control politics - Strong, societal, participative democracy/ touch of representation - Enhanced subsidiarity & valuing diversity
- Dark side aspects (risks) – Flexible - frictionless economy - More competitive
- Strong, societal - participative democracy/ touch of representation -The European citizen Inclusive society - Citizen in control & citizen is trusted
- Internal savings - Mobility - Seamless government - Improved service delivery

The key concepts associated with this scenario are positive. They also convey the message of maintaining a difficult balance and a society which is a challenge to cope with, both for government and for citizens.

Prof. Ignatius Snellen, Facilitator, Zenc



## Remarks by rapporteur:

We observe that in the view of the European eGovernment Leaders, a networked eGovernment environment will create a control society as much as a government based on the dinosaur model. Network does not mean: less control. On the contrary: it may mean more control instead. Countervailing power in terms of checks and balances are required (e.g. networked Press and media, information access, etc.). In the view of the delegates, a networked society will require more skills from its citizen. Tax systems will probably fail to follow transaction dynamics. It was noted that the dinosaur model is what we have now in certain domain areas.

## 2.2. Realisation factors, inhibitors and actions in relation to the scenarios

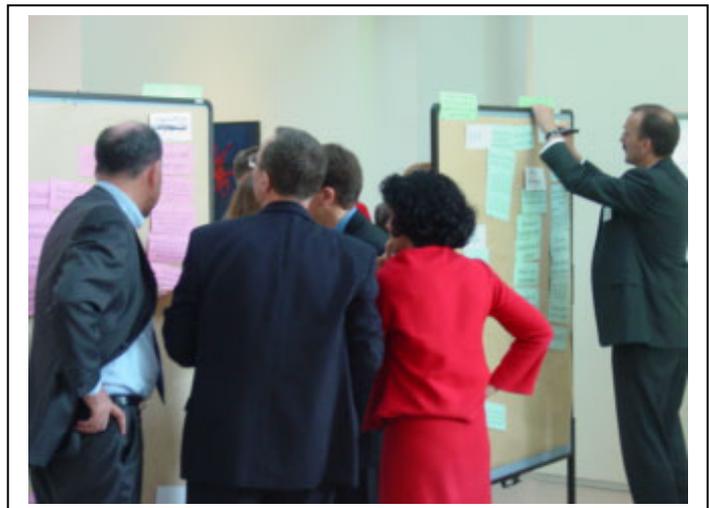
### Scenario I : Dinosaur

Factors that enhance probability of this scenario as expressed in discussion:

- The 9/11 event,
- recession,
- control reflex,
- uncertainty of role and place egov agents,
- common standards

actions mentioned to stop dinosaur from happening:

- Create one European identity
- Curb legislation
- Diminish amount of legislation
- Enhance quality
- Consistency
- Coordination
- Organize Feed back (press, interactivity, etc)



Output of such a government:

- Obedience
- Conformity
- Repression
- Cheap service in short term



## **Scenario II: Pockets of inspiration**

Factors that enhance probability of this scenario as expressed in discussion

- Current institutional framework as a cause
- Lack of funding as cause

Role and position of government in this scenario

- Loss of position National government
- Protection of National interests

Necessary ICT policy measures to realize this scenario

- Subsidies for regional innovation
- Interoperability standards

Contribution to EU agenda of this scenario

- facilitating learning regions
- the EU-agenda can become smaller
- different approaches innovation;
- top down (dinosaurs)
- Bottom up
- Where are we now as Europe?

## **Scenario III: Networked society**

Factors contributing to networked scenario as expressed in discussion

- Economic force
- Time
- Motivation to transform
- Sense of urgency
- Technical interoperability
- Openness of education and culture
- Aging of population

Actions required to reach this scenario

- Providing interoperable infrastructure
- Realise high level of conformity in back office
- Active promotion of best practices
- Allow experiments in front office but make choice afterwards
- Introduction of European interoperable identity card
- Accessible information
- Enhance ICT literacy in whole system

### Necessary ICT policies to realise this scenario

- Providing interoperable infrastructure
- Realise high level of conformity in back office
- Active promotion of best practices
- Allow experiments in front office but make choice afterwards
- Introduction of European interoperable identity card
- Accessible information
- Enhance ICT literacy in whole system

### ICT governance to realise this scenario

- Coordination between ICT programmes
- ICT leadership
- Cooperation between gov bodies
- “Democraship” , with end to debates

### Results delivered by the measures

- a networked society

### Remarks by rapporteur

We observe that Interoperability based on open standards is seen as enhancing factor for both pockets and the networked scenario whereas common standards are perceived as enhancing chances for dinosaurs.



Prof. Arre Zuurmond,  
Facilitator, Zenc

## 2.3. Scenario discussion summary



We have chosen to list the whole of the remarks made in the discussion since they summarise the day quite well and provide a rich scope of thoughts.

### 2.3.1. Dinosaur

Impression:

The Dinosaur system was not exactly admired as the ideal system and the participants in the discussion tried to think up ideas to avoid it becoming a reality. It showed strong similarities with known control models for some. The likelihood of missed chances listed in the minutes of the meeting are indeed frightening in their accuracy. The de facto adaptation to US and Chinese standards is something few would deny as a plausible consequence of current policies, but it is not common to express those thoughts in such unequivocal terms. Another reoccurring item is the increase of the so called “control reflex” which turned out to be an organisational effect the entire group of eGovernment Leaders wished to avoid at almost all costs. Another remark made often during the day is that the Dinosaur scenario is not liked but very likely to happen.

Statements:

- Whatever we do, some dinosaurs will exist in Europe
- Central solutions are cheap ... in the short run. Politicians rather think in short term.
- Scenario is rather likely
- Open standardisation needs to be controlled centrally in order to provide freedom and flexibility decentralised
- This process today helps to prevent the risks the scenario bears

- Learn from socialistic experience of new member states
- Take proactive measures against potential happening of the scenario
- Not reactive to the evolving needs of citizens/businesses
- Need for control and monitoring could easily lead to such development specially with centralized ICT solutions
- Standardisation only works when it enhances flexibility
- Creating new structures, not new value-added services
- Probable way of not meeting the Lisbon target
- These are the risks of a "pure" top-down approach.
- Bureaucracy will increase and still will not be able to cope with complexity
- How much we may dislike it, this scenario IS possible if we suffer a major external shock (economic depression, terrorist attack, ...). Our citizens may even demand it so we have to know to avoid it.
- prevent that the big players take the single and uninfluenced lead
- More negative than positive aspects. More positive for the government and politicians (more control) than for citizens
- Security main issue for trust
- Scenario on extreme of pendulum swinging between stability, inflexibility and free for all. Challenge is to strike balance. May be good for security, defence
- It is easy to be dinosaur! We don't have to do anything.

### **2.3.2. Pockets of Inspiration.**

#### **Impression:**

The main issue raised in relation to this Pockets of Inspiration scenario seems to be the inefficiency caused by smart but non collaborating pockets of regional government. There is a degree of reinventing wheels, repetition of development and lack of re-use. The scenario also seems to support innovation and competition, however. A more surprising outcome of the discussion was the notion of increasing in equality threatening social structures of Europe. There is an important opportunity for the EU to use the innovative side of this scenario to create a re-use of best practices for other regions and pockets.

#### **Statements:**

- It will increase the divide (digital and social)
- strong need for best practise framework
- Pockets of inspiration are good as long as others are able to learn from them
- innovations will normally take place in pockets of innovation, and we should encourage this. What we need to do is network these innovations, to accelerate development.
- positive as a starting point but next step is to transform to networked governance
- This is typical "European" scenario, allowing "National" differentiations. (without leadership?)
- Easy scenario, easier for the 'pockets' to develop their own services without talking with others.
- it's downhill to the 'dinosaur' scenario, it's uphill to the 'pockets' scenario, but we need a big leap upwards towards the "networked" scenario.

- You have to find the good balance between coordination and standardisation on the one hand and local initiatives on the other
- Better to be the one in my village than the second in Rome...
- This scenario is step on the way to some other.
- to avoid fragmentation, and to promote interoperation between states in admin, commerce & culture, there is a need to have common frameworks to which all can subscribe
- If networked governance fails to deliver or is too costly, we end up here (and that's not too bad). But we need to ensure that all are 'inspired'
- Important for innovation
- No innovation without inspiration
- smart "pockets" already start crying for top down direction
- Competition rather than solidarity
- in this scenario, citizen is vulnerable to inequalities of treatment, which implies the need for strategies to minimise this risk
- Because of the limited benefits this scenario automatically leads to scenario 3 as a necessarily next step
- Act locally; think globally suites to this scenario
- In this scenario, focus on the centre is much high level strategy setting
- competition rather than solidarity
- Pockets of innovation are a natural way for development / the challenge is in coordinating the exchange of experiences and replication (learning from best practices)
- This scenario doesn't take benefits of the economies of scale. Then, the budget being limited, its difficult to take benefits of the inversion
- There is no optimum scenario but important is to take out the positive aspects of each scenario

### 2.3.3. Transformed Networked Governance.

#### Impression:

There was a positive attitude towards this scenario, but also a warning not to go all the way. There are a lot of unknowns which need to be covered: required skills for both civil servants and citizens, coordination costs and the commitment for those budgets, the electoral system to support it, cultural effects, etc.

#### Statements:

- Don't be afraid of decision and political commitment
- Prevent "Big Brother"
- Da!
- Not clear who are the national champions of this.
- Key factors for this scenario are interoperability, open standards and effective coordination.
- no politician could put this in a manifesto and expect to get elected
- Do we know enough about it? More eGov research needed - integrating findings, suggesting ways to make the "leap"
- strong coordination effort and political commitment required
- Keep in mind that this scenario will drain many resources in coordinating; are politicians willing to spend them?

- This scenario requires the commitment of civil servants to work together and to share data
- The revolution will not be televised.(note: will not happen out of itself)
- The internet changes everything, only far more slowly than we hoped (or feared)
- Cultural differences should remain
- Standardisation of innovation is impossible
- Don't try to go to the upper right corner, stop somewhere in the middle of this quarter.
- As long as you have open standards, there can be different solutions (many ways leading to Rome)
- Data sharing for better quality services by allowing data control from citizens and businesses
- The government has to ensure the re-skilling of the civil servants to allow them to do anything else
- This requires a big cultural change management policy

Hans C. Arents



## 3. Findings and Recommendations

### 3.1. Reflections expressed after the scenario sessions

- Makes you reflect on policy recommendations: what does it mean with respect to these scenarios;
- Slogan: unity in diversity! Unity would mean rigidity; diversity without unity creates pockets of inspiration;
- The elements are here, all together, to think about policies. These things do not come just like this;
- You need to make it happen! You just have to do it! Is not enough, more things like efficiency and quality in public services are needed;
- The scenarios are rather coherent;
- This is a complex world, and the EU is even more complex;
- Pockets of inspiration, perhaps we should just do this first. Transformed network ideal sounds good, but there is a tendency to end in the middle. We should push on to transformation but hope it will not end in dinosaurisation;
- We don't need a boss in Europe, but we need cooperation. We need leaders who listen and guide the process slowly but go on. Like China has learned, we should not only listen to the elder;

### 3.2. Interpretation of results

The message we can derive from the first session about home issues and European level items is a struggle for National authorities to orchestrate efforts of standardisation, ontology's and architectures in the enlarged environment they find themselves in. They realise there are too many wheels invented and ask for stronger coordination of joined efforts. Main issues at Home are ID's, Cost benefit and local autonomy.

There may also be a need for some guidance in the shift of roles and tasks of the government layers in a European context. Main issues at European level are the European eGovernment architecture framework, interoperability of ID systems and setting priorities in more orchestrated (aligned) ways.

### 3.3. Interpretation of scenario discussion

The messages of the scenario discussion are manifold:

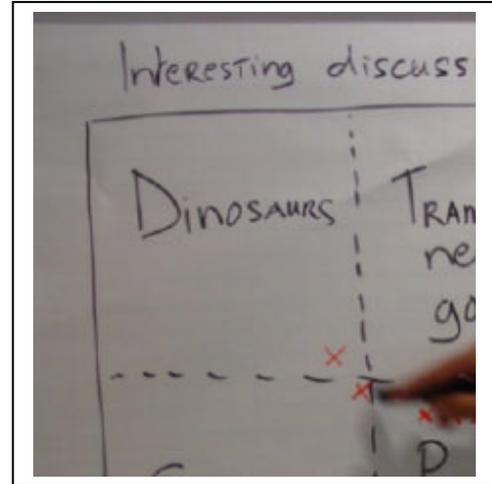
- It helps to think in scenarios to take relevant actions and create a sense of common "enemy's"; the effects of scenario we all do not want to happen.
- Dinosaur will happen if we do not take action; pockets will happen if we do not put a real and inspired effort in Europe's eGovernment
- Pockets of inspiration will create many types of (digital)divide
- Networked (e)government requires skilled and active citizens

- Standards have a key role in more than one way; they can even help dinosaurs
- Transparency of government and media feed back is prerequisite for networked society
- Dinosaur eGovernment is cheaper in short term

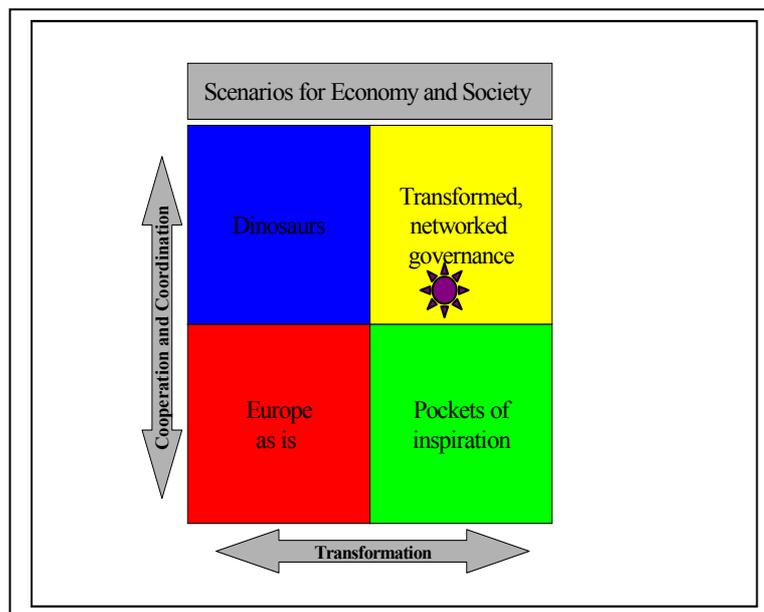


### 3.4. Impression of comments and discussion

During the day a number of comments were made that are not “in the system” except in some of the sound tapes made during the day. The most striking impression to the organizers has been the general attitude to work towards common goals and the request for leadership in a number of fields. The countries clearly indicated the wish for priorities and allocation of responsibilities. The notion occurred that we are beyond the stage where countries want to be left alone to do their thing on their own and Europe is perceived as intruder to domestic affairs.



Which scenario is Europe really heading for?



it was said that we seem to fall into the negative dinosaur cycle because of the natural tendency to cluster already large bureaucracies, but there were as many statements pointing at Pockets of inspiration scenario. It was not possible to make one clear statement about where Europe is going after this session. The intentions of the group perhaps could be best characterised by the position of the purple star.

Another overall impression emerged regarding the anxiety among the delegates of creating a control state style of Europe induced by the 9/11 syndrome; the delegates see the worst dinosaur scenario made reality by this spread of fear. Countervailing power is a vital ingredient for a “Healthy” Europe.

Comments of the hosts on the day:

Paul Timmers:

*“It certainly helps with reflections about recommendations, because whatever is put on the table, it will be set against the background of these scenarios: what will it mean if we state this or that recommendation: will it enhance the dinosaur or the pockets.*

*We may derive from today some more depth behind the notion of unity in diversity which is actually the slogan for the European union. Too much one way in unity is wrong but also too much diversity is wrong.*

*The sense of urgency is relevant and it strikes me this is exactly on time. The moment is now. And the time is right to think in terms of quality measures.*

*Policy recommendation should encompass the notion that the debate should be respected but at some point you have to make it happen: “revolution cannot be televised”. The belief is that significant achievements can be made if you take the right measures but it overall seems like a coherent message we can use for tomorrow”.*

Harry van Zon

*“First of all I’d like to state I am happy with the scenarios because they reflect the complexity of the real world. Things will not happen by themselves. The Pocket scenario is one of no-regrets. We can probably do that. If you look at the two dimensions of the graph we used to design the scenarios, perhaps we should focus more on transformation than on ICT and coordination. Even this morning I was thinking that we need more coordination in Europe. But there is always the tendency to coordinate everything and that would lead to the dinosaur scenario eventually.*

*If we push hard for the transformation of the third scenario, we might end up in the middle, otherwise we end up coordinating everything.*

*I also like the notion of network and cooperation because cooperation does not require a boss. We don’t need a Boss in Europe. Cooperation may ask for leadership to make steps. We need to go on slowly and at the same time I recognise the importance of transformation, which is confusing. Pure transformation is perhaps too much for Europe”.*

### 3.5. Recommendations for action

- As far as eGovernment is concerned, there is room to express The Roadmap to Europe in more concrete terms about roles, tasks and strong suggestions for interoperable architectures;
- There is a sense of urgency; waiting will cost critical mass and disinvestments;
- Establish framework for Pan European services and guidelines for interoperable architectures;
- Best practices should be made reusable, perhaps through competence centres;
- Cost /Benefit and Benchmark methodology requires research, refinement and broad acceptance; create common measurement framework;
- Contain the controllers: 9/11 is no excuse for tracking & tracing everything; allow checks and balances in both internal systems as well as in organisations outside government;
- There are important unknowns in the scenario that seems the most desired one; These unknowns should be researched to gain support for a more networked eGovernment. The unknowns mentioned are
  - o Skills required of citizens and civil servants
  - o Coordination costs and champions & models to commit those budgets
  - o Risks of inequality
  - o Ways to encourage the exchange of experiences and actual replication (learning from best practices)
- The legal & regulatory infrastructure needs rethinking in terms of interoperability and maintainability;
- Study or maintain knowledge about Sovjet experience to avoid certain traps;
- Continue this discussion with this group.

Hans C. Arents

