

The Netherlands Court of Audit
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The challenge of e-government

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1 Introduction

This paper presents a view on what e-government is and what challenge it comprises. The paper is based on the Netherlands' contribution to the report that was written by a sub-group of the EUROSAI IT Working Group¹, extended with some insights resulting from earlier preparatory work that SAI Netherlands carried out in the area².

Working definition

Let's start with a working definition of e-government.

The various countries and (international) organisations show quite some differences in their definitions of the concept of e-government. The European Union presents the following definition³: 'E-government is the use of information and communication technologies in public administrations combined with organisational change and new skills in order to improve public services and democratic processes and strengthen support to public policies.'

While this definition describes a clear policy intention, it is too abstract to be of use to audit institutions. When we look at more specific definitions we notice the co-existence of a great number of partly overlapping, partly differing definitions. In fact,

¹ E-government in an audit perspective (REPORT), March 2004. The report was written by a subgroup staffed with representatives of The SAIs Portugal (lead), Denmark, Germany, Poland, the Russian Federation, and the Netherlands.

² While the Netherlands Court of Audit had been planning to do an audit of e-government in 2002, other priorities thus far prevented us from realising the intentions in this area.

³ COM(2003) 567 final, 26.9.2003, 'The role of eGovernment for Europe's future'.

there are virtually as many definitions as there are authors about the subject. They range in scope from quite narrow to rather encompassing.

We would run the risk of leaving out relevant audit aspects if we adopted too narrow a definition. A sufficiently concrete definition that is not too narrow is the following one⁴:

With the term e-government we mean the use of information and communication technologies by the government with the aim to:

(a) provide more and/or better information and other services to citizens and businesses;

(b) improve government operations in terms of more effectiveness, and/or efficiency;

(c) enhance political participation.

Overview of the contents of this paper

Section 2 (*‘Examples of e-government applications’*) introduces the concept of e-government by presenting some illustrative examples of applications. After that, section 3 (*‘Potential benefits’*) summarises a number of benefits that are expected from the deployment of e-government strategies. The next section 4 (*‘What is special about e-government?’*) hints at a number of characteristics that distinguishes e-government from other IT-related developments. Section 5 (*‘Complexity levels’*) models the variations of e-government strategies. These sections lay the foundation for section 6 (*‘The government challenge’*), that addresses the main topic of this paper. Section 7 (*‘Concluding remarks’*) closes the paper.

2 Examples of e-government applications

This section presents some clarifying examples of currently existing e-government applications. It is meant to give an idea of the richness of the field of e-government, rather than to present an exhaustive list of e-government applications. To the extent that our governments accept the challenge e-government poses, over time we can expect to see radically new e-government applications.

2.1 Government information

Several governments provide on their websites information for citizens and businesses, for instance remote access to archives and databases, news service, legal information, white papers and policy dossiers.

⁴ This is the definition given in the report of the e-government sub group of the EUROSAT IT Working Group, only slightly modified here to enhance its internal consistency.

2.2 *Electronic offices*

Electronic offices offer citizens and businesses possibilities for submitting or updating personal data, for applying for permits or subsidies, or for putting in an application for a vacancy.

2.3 *E-procurement*

Some government procurement portals have been created, with the aim of establishing a gathering point for public procurers and their suppliers. Such portals make it easier for both parties to get an overview of offers, agreements, procurement and sales statistics et cetera. They also enable all parties involved to integrate the relevant procurement, sales and payment data with their financial systems. One of the resulting benefits is cost savings because laborious manual entries and checks and procedures for the correction of errors can be significantly reduced. The procurement process can also become substantially streamlined.

2.4 *One-stop shops*

One step beyond electronic offices, one-stop shops offer joined-up services that are provided by a number of organisations in co-operation. Entrepreneurs for instance, may get access to zoning schemes, submit requests for building permits, sign up at the Chamber of Commerce, and pay taxes, et cetera, all via one single service point.

2.5 *Value-chain integration*

E-government can also be deployed to simplify networks of interrelated organisations. In business environments this is called *value-chain integration*. One example is a project in Italy, where the granting process of allowances for the disabled was streamlined some years ago. Four parties are involved in the granting process: the applicant, the care provider (which apparently decides about the allowances), the Treasury and the Ministry of the Interior. In the old situation, there were sixteen (!) interactions between the parties. Four of these consisted of messages between of some sort between the applicant and the three organisations. This means that the applicant had to take action four times for one single allowance application. Besides not being very client friendly, this was a rather cumbersome situation, because twelve interactions were necessary between the organisation's back-offices. The complex of interactions was considerably simplified by the e-government project.

2.6 Personalised care provision

Various projects are under way to explore the opportunities that smart card technology offers to provide personalised care to clients, medical care for instance. The issue here is that all the data that may be relevant for the treatment of a particular patient is distributed over a whole network of organisations. This network includes general practitioners, hospitals, medical specialists, and pharmacies. All parties involved possess some bits and pieces of information about the patient, such as medical history, blood type, allergies, medications symptoms, diagnoses, tests, prescriptions, emergency contacts, insurance policy conditions, et cetera. Systems are being developed to disclose all this information to authorised medical and para-medical practitioners, via a smart card that is owned by the patient. All necessary information will then be available, regardless of where or when the patient applies for medical care, even if the patient was found unconscious after an accident (provided he had the smart card on him).

2.7 Infrastructure

Telematics⁵ applications have been established to enable swifter and safer handling of traffic. One can think of matrix signals on motorways conveying speed limits and congestion warnings. Two other examples are traffic monitoring systems and systems for congestion charging⁶.

2.8 Electronic tax filing

In some countries the tax department offers the possibility of sending in tax declarations via diskette, via a modem-to-modem connection or via the Internet. In the Netherlands, electronic tax filing via a 'tax diskette' was introduced in the mid-nineties. This implied a fundamental redesign of the logistic procedures as regards the tax declarations. To reduce the complexity of the project, the legacy systems were left alone.

2.9 Information exchange within public management

Traditionally, public management is organised in such a way that every single government agency deals with its clients separately. This partitioning ignores the fact that there is quite some overlap between their customer bases. To our knowledge, Belgium was the first country to realise the necessity of streamlining information

⁵ Telematics is a collection of technologies that combine telecommunications and computing.

⁶ Charging motorists a fee for the right to drive during rush ours in certain areas that are prone to congestion.

management regarding the data that citizens and business are obliged to provide the government with. Some ten years ago, the 'Crossroads bank for social security' was established, and more recently a 'Crossroads bank for enterprises' followed. Crossroads banks perform the role of information brokers. They allow to implement the principle of collecting each data item only once and to put it at the disposal of every organisation that is entitled to use it.

2.10 Participation in policy making

Websites are being used to trigger responses from citizens to certain policy issues. Sometimes even very elaborate electronic discussions that may extend over several months of time may be set up in preparation of policy decisions.

3 Potential benefits

Potential benefits of e-government to citizens and businesses include:

- convenience (availability of the government any time and any place; one-stop shop; swift responses);
- improved quality of customer service;
- access to more and higher quality information;
- specifically for businesses: lower cost of doing business.

Potential benefits to government agencies include:

- greater overall effectiveness because of:
 - seamless online government presence that provides more and better structured information which is easier to find and does not require an understanding on the part of the citizen of how the government works;
 - providing joined-up services;
 - better information about citizens and businesses.
- greater efficiency because of:
 - reduced cost of servicing;
 - improved business processes;
 - automating paper-intensive, error-prone tasks;
 - enabling more intelligent and faster exception resolution;
 - providing real-time insight into inefficient stages of service provision.

Please note that this list comprises *potential* benefits. E-government projects and programmes should be appropriately orientated and managed to yield the desired benefits.

4 What is special about e-government?

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This section deals with the question of what characteristics let e-government stand out as something special among other IT related developments.

4.1 *Client orientation*

One common denominator of e-government initiatives is that they want to take the client's needs as a starting point, acknowledging the need of a shift away from the conventional orientation on the government's own speculations about what the client's needs could be (or on what the government is able to provide easily). This shift has far-reaching consequences because, most of the times, the client's needs do not fit the traditional partitioning of public administration. If it comes to housing for instance, traditionally, citizens have to deal with various ministries, such as the Ministry of the Interior and the Ministry of Housing, and with the municipal administration.

If the government wants to deliver joined-up one-stop services, the partitions between the agencies and between the levels within public administration have to be pulled down. All organisations involved should seek (further) co-operation, and restructure their interrelations. They have to do so, both at a strategic level as at the level of daily operations. This amounts to no less than a revolution of public administration, hence governments have to rethink their strategies and develop and implement new business models.

4.2 *Paperless environment*

If a student applies for a study loan or if an entrepreneur requests a permit to establish a business, and they do so via a website, no paper forms are created. As a consequence, no entry is made into any registers of letters. The organisation therefore needs to devise other means to keep track of the incoming stream of applications. In the initial stages of e-government this may be circumvented by systematically printing all incoming requests and deal with these via the traditional letter processing procedures, but in the more mature stages of e-government, this rather cumbersome work-around is no option.

In the instances given, 'only' legal certainty is at stake: if people request to enjoy a right they are entitled to, their claim should be properly dealt with, in compliance with any statutory completion times. In other instances however, there are also financial consequences. One can think of electronic tax declarations or of electronic bidding system for e-procurement. In such cases, also regularity issues arise.

4.3 Real-time processing

Evident examples of services of a real-time nature are emergency alert systems. Gartner for instance, points at the Emergency Telephone Alert System that is being used in several U.S. states by public safety, public health and environment protection agencies to quickly inform citizens about significant events, such as chemical spills, utility disruptions and criminal searches. This technology mainly uses fixed phones as the most-ubiquitous device, but may extend into e-government, when e-mail, web browsers and mobile devices are supported by such systems. Also, less dramatic, information about traffic congestion or about school closing is of a real-time nature.

The provision of real-time services implies that the providing organisation should transform the necessary back-office processes from batch to real-time processing. If, for instance, a newsletter that was formerly distributed on paper has been transferred to the Internet, the organisation in question cannot suffice with, let's say a monthly, or even weekly update. Information management should be restructured, so that relevant new information can be (almost) immediately posted on the website.

4.4 Front office – Back office integration

A website or any other channel that may be used for interaction, in itself, attractively designed and full featured as it may be, is merely an empty shell. To be useful as a counter for service provision, it has to be connected to the back office, where the actual work underlying the service is done. There are two challenges here. First, existing agencies have established procedures according to their own logic. Often, they are neither client-oriented, nor real-time based. As depicted before, radical shifts in these respects are imperative if the agencies are to meet the needs of e-government. The second issue is that existing organisations carry their own legacy in the form of old information systems and databases. The problem is that these systems and databases are often ill documented and difficult to maintain. Also, in many cases the IT staff members that knew all the ins and outs of the systems in question have left the organisation. For these and other reasons, it is difficult to build the necessary interfaces between a front office web server and legacy systems and databases.

4.5 E-channels

The Internet is currently the prevailing channel used for e-government applications in general, and for electronic servicing in particular. Seen from the perspective of take-up however, the approach of using the Internet as the sole channel could prove

to be too narrow. After all, not all people are equally adept at using the computer. Also, some target groups are less inclined to use the computer for communication. Young adults for instance, do communicate mainly via their cellular phones. While the technology to develop websites that are browsable on cellular phones already exists (WAP⁷, I-mode) the consumer costs coming with it are pretty high. Besides, one should also realise that building such a second website, in addition to the original one, implies that additional efforts are needed for maintenance. Another possibility would be using the messaging service of the mobile telephone networks: SMS⁸. An example of the latter is an Australian governmental initiative that allows motorists to locate the cheapest fuel prices in their area via a variety of communication channels, one of these being SMS. In the Netherlands, SMS is used for the authentication of students who log on at the website of the students allowance agency.

Still another channel is the smart card⁹. Bracknell Forest Council in the UK for instance developed a smart card solution to deliver a variety of services available via a single smart card, including access to libraries and swimming pools and meal payments in schools. In the Netherlands, pilots are under way to explore the possibilities for using smart card technology for services such as public transport and medical services.

4.6 E-decision making

Traditionally, democratically elected representatives on behalf of their constituencies make policy decisions. Over the recent years, many countries have been facing a decline in interest of citizens in politics. E-government may be used to counter this trend because it opens up new opportunities for citizens' participation in policy formation. Decision makers may, for instance, organise opinion polls or referenda regarding certain policy issues, such as infrastructure plans, proposed legislation etc. The outcome of such polls/referenda may play a role in the process of decision-making.

4.7 Automated processes

E-government reduces human intervention to a great extent. One of the advantages of this is that the service process is less dependent on staff members' whims and is

⁷ WAP: Wireless Application Protocol

⁸ Short Message Service.

⁹ A smart card is a credit-card sized plastic card containing a microprocessor and a certain amount of memory. It is a kind of microcomputer that communicates with information systems via special devices known as smart card readers.

also less prone to human error. Also, if properly designed, IT systems are more flexible as regards workload. In principle, e-government is therefore better suited to deal with great fluctuations in demand for services. To be able to automate service processes, the agency needs to link its front office systems in a smart way to the relevant databases within, but if the case may be, also outside the own organisation.

However, eliminating human intervention has not only advantages: a possible adverse effect is that without human supervision errors may go unnoticed.

4.8 Dependency on IT

E-government almost by definition relies highly on IT. This means that e-government programmes are vulnerable to threats if IT risks are insufficiently recognised and mitigated. The two major issues here are information security and project management.

As regards project management, interestingly, the OECD in 2001 issued a warning that e-government is in danger because most governments experience problems when implementing large IT projects¹⁰. They went so far as to make the statement that 'unless governments learn to manage the risks connected with large public IT projects, these e-dreams will turn into global nightmares' (e-dreams meaning the e-government policies of governments).

4.9 Finally ... what is not special at all about e-government?

Focussing on distinctive characteristics may obscure the sight on issues that e-government shares with other major developments in public administration. From this point of view, the paramount characteristic is that switching to e-government is essentially business process redesign. At an OECD Symposium for senior e-government officials in June 2003¹¹, participants aptly stressed that 'e-government is more about government than about "e"', and that at some point, leaders have to 'start taking the "e" out of e-government'. Rather than focusing on technology in itself, participants recognised the substantial potential of using technology as a strategic tool to modernise the structures, processes and overall culture of public administrations. In a number of countries this shift is called 'modernising government', a transformation that is embedded in national plans and reform strategies for

¹⁰ 'The hidden threat to E-Government; Avoiding large government IT failures', PUMA Policy Brief No. 8, March 2001.

¹¹ The symposium was convened in Washington, at the White House on 9 June 2003.

government agencies and the relevant information systems. For a further elaboration of this issue, see section 6 ('The government challenge').

5 Complexity levels

5.1 Levels of front office sophistication

Levels of front office sophistication are commonly described as developmental stages. There are a number of staging models.

Based on Gartner's model and the model of the European Commission, established in the context of the 'e-Europe' initiative, we propose the following model:

- Stage 1 (Presence): websites, available round-the-clock, presenting information-only about public services.
- Stage 2 (Simple interaction): basic search, linked sites; downloading of forms.
- Stage 3 (Smart interaction): processing of forms, including authentication.
- Stage 4 (Transaction): case handling; decision and delivery (payment), CRM applications, personalization, polling and voting.

According to various experts, it may take at least five years to implement all four stages. Thus, the ambition to grow towards the more 'mature' stages will demand continuous efforts of all parties involved. The aspiration to progress to the most mature stage of e-government development is now typical for many European countries. As stage 4 is being explored and innovative procedures of interaction, both among government agencies and between government and citizens/business, will be devised new perspectives may emerge.

5.2 Levels of back office complexity

Making a single service made available electronically is relatively simple. Please note the qualifier 'relative': even the single-service situation implies non-trivial back-office reorganisation efforts (see section 4.4). An early example in the Netherlands, introduced in the mid-nineties, is the 'tax diskette' (see section 2.8). Even more complex situations evolve when two, three, et cetera services are integrated in one single service channel, when, for instance, a municipality channels all its services connected with citizen's life events (marriage, birth, education, et cetera) via a single entry point on its website.

Similarly, things are relatively simple when only one organisation is involved in the service process. Complexity increases with rising numbers of organisations involved. The foregoing is part of the research framework in a report commissioned by the Euro-

pean Commission¹², with a few modifications as regards wording. The framework distinguishes the following four basic models of back-office integration along the lines of the two above mentioned dimensions (see figure below). To illustrate the four models, in each cell a reference is made to a situation described in this paper.

	Single service	Multi service
One tier	Electronic tax filing <i>(section 2.8)</i>	Life-events <i>(see this section)</i>
Multi tier	Value chain integration <i>(section 2.5)</i>	On-stop-shops <i>(section 2.4)</i>

The European Union has established a list of basic public e-government services (see the appendix). These belong to the single-service one-tier model.

6 The government challenge

IT more and more transcends its role of merely supporting the organisation in carrying out its tasks. IT evermore coincides with the primary processes of an organisation and has thus become a critical success factor for the realisation of the organisation's mission. Many (government) organisations have indeed realised, or are beginning to do so, the consequences of this. They acknowledge the need to realign IT with the business. This means co-ordinating its IT structures and services with the business processes for the purpose of achieving the organisation's strategic objectives. This alignment is a two-way process of concurrent IT optimisation and business process redesign, rather than being merely a question of how to optimise IT services so that they optimally support the business. Without adequate alignment we are in a situation comparable with the early years of the automobile, where there were merely motor-assisted carriages. Initially, these vehicles played the same role as their horse-pulled predecessors, but in a more convenient way. It took some time to develop the notion of mobility as we know it nowadays.

This re-alignment comprises the real e-government challenge: governments need to restructure their ICT as to be of strategic use, while at the same time the government needs to restructure itself to be able to make adequate use of the current possibilities offered by ICT. Where this need is recognised, e-government is embedded in far more wider government redesign processes such as, for instance,

¹² Danish Technological Institute and Institute for Informationsmanagement Bremen GMBH: 'Reorganisation of government back-offices for better electronic public services – European good practise (back-office reorganisation)'; Final report to the European Commission, January 2004.

'Modernising government' as started in the UK several years ago, or 'A different government' as being currently defined in the Netherlands.

This line of reasoning makes it clear that the development of e-government embodies an ambition that is (or should) be far higher than just bringing existing government services to the Internet. This is due to the cumulated complexity resulting from the complex processes of business process redesign, combined with complexities inherent in IT projects.

The following three sections summarises some of the major challenges at the levels of e-government programmes and projects, and on the government level. The order of presentation in these sections is bottom-up, to avoid the impression that the deployment of e-government strategies should follow a (purely) top-down approach.

6.1 Project level

On the project level there are conceptual issues, such as: Which services does the citizen need? Which information of what quality does he want? How can we assure an adequate level of reliability and usability of information?

There are also problems inherent in the transformation of paper-oriented procedures into digital ones. Examples are: How to design and implement appropriate controls in a digital environment? How to organise electronic records management? How to create trust? How to prevent or to bridge a digital divide?

Also technical problems need to be solved. For instance, the integration of front office and back office. Another problem is getting access to existing data, usually deeply hidden within legacy systems with their own, dedicated databases. These systems/databases bear a legacy that complicates building the interfaces: monolithic design, ill-maintained, insufficiently documented, while often essential knowledge about intricacies of the systems has faded away.

Many technical details should be taken care of to guarantee good accessibility, round the clock availability, security, et cetera.

More generally, governments are not very adept in the management of bigger IT projects (see section 4.8 'Dependency on IT').

In their background study 'Why IT projects fail', the NAO presented the following recommendations, worth considering, to improve Government IT projects:

- ensure that projects are set in the context of delivering business change and are viewed as business projects, not IT projects, through the development of business development skills;
- break large projects into smaller more manageable components;

- assume active and visible leadership at the top level, with responsibilities and accountabilities clearly stated;
- improve project management skills, with the relative difficulty of project assessed against the abilities of project managers, and improve the understanding of managing risk;
- identify core skills necessary and provide rapid ways of developing and acquiring what is missing;
- improve relationships with suppliers so that both parties have a shared and mutual understanding of requirements and risks;
- ensure that intended benefits are realised by including formal processes to track progress on realisation;
- spread knowledge, best practice and experience to ensure that new projects have the benefit of experience as they go ahead.

6.2 Programme level

At the level of e-government programmes, there are difficulties in managing complex co-operative relations between different organisations. It is also difficult to design and manage a coherent programme given a situation of funding of projects via diverse budgets.

Another problem is the co-ordination of a number of connected projects. Mismatch between projects can hinder e-government development. In the Netherlands for instance, a number of e-government projects got stuck in stage 2: simple interaction with the client (see section 5.1 'Levels of front office sophistication'). The reason is that an affordable, practical, and legally sound standard for the authentication of documents and messages (digital signatures) still has to be implemented. As a result, for instance, students may fill-out their application form for a student allowance via their Internet connection, but they will have to print it out, sign it and send it via the 'plain old' postal service.

At the programme level, the Netherlands court of audit uses a general set of control standards, which can be summarised as follows.

First of all, clear objectives should be set. This means that they comply to the criteria of the acronym 'SMART': Specific, Measurable, Agreed-upon, Realistic, and Time-framed. The criteria *Specific* and *Measurable* prescribe that objectives should make clear what exactly is aimed at, and against which criteria the attainment of the objective will be evaluated. The objectives should specify both the output to be delivered by the programme organisation and the outcome of it (the effects in the outside world). The criterion '*Agreed-upon*' means that all major parties have the same understanding of what the objectives entail, and what each party's responsibility in the programme is. The '*Realistic*' criterion means that goal-attainment is

feasible, given the specific circumstances. Complexities resulting, for instance, from shared responsibilities, should be taken into account. Also, scenario's for external developments should be plausible. The criterion '*Time-framed*' requires clear indications of when the intended outputs will be delivered and when the desired outcomes can be expected. Long-term objectives should be broken down into concrete time path's, marked by measurable milestones.

Furthermore, the necessary means (budgets, staff needed, et cetera) should be well-motivated. Some other requirements are sound budgeting and planning of the programmes, as well as good programme governance. Also adequate 'zero measurements' should be carried out, to be able to measure the extent to which desired outcomes indeed materialise.

6.3 *Government level*

At the government level, it is necessary to co-ordinate and integrate a plethora of initiatives taken by various ministries, decentralised government levels (provinces, districts, municipalities et cetera), and public bodies. This is by no means an easy task because the various ministries, government organisations, public bodies, et cetera, each have their own mission and competence. Moreover, ministries/bodies with co-ordinating responsibilities are not always invested with sufficient authority. As a result, what are intended as co-operative relationships fairly often end up in demarcation disputes between organisations and/or levels of government. Such disputes may lead to thwarting each other but in many cases it takes the more covert form of the 'we-are-different' syndrome.

Finally, governments generally do not have very good track records as regards value-chain awareness, and are ridden with limited client orientation.

7 **Concluding remarks**

The deployment of e-government strategies can bring benefits to citizens and businesses, such as convenience and better service. Not unimportantly, also governments and agencies themselves can benefit from e-government, notably in the form of greater effectiveness and more efficiency. To be able to yield the benefits, e-government programmes and projects should be properly designed and managed. This paper hints at some major requirements at these levels. For optimal results, drastic transformation of government structures and processes are needed in the long run. Fast results cannot be expected here. Among the complicating factors are 'natural inertia' of organisations against change, the need to change the mindsets of all policy makers and staff members involved, issues in the area of the legal status of civil servants, the need to align IT and the e-government strategy, existing tech-

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nical infrastructures, legacy systems, limited budgets et cetera. A key to successful e-government is that senior e-government officials develop a vision on e-government that is both challenging and viable, and that it shows clear leadership with a view to getting that vision realised. And, finally, all key persons should be convinced of the notion that e-government is more about government than about "e", and act accordingly.

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E-government ... a daunting task for our governments? Yes ... and also a challenge to ourselves, when faced with the need to audit our government's e-government ambitions.

EU Common list of basic public services

This list contains the e-government services that the EU considers as basic services. The list has been established in the context of the e-Europe action plan. It is being used by the EU to monitor the progress made within the EU in implementing basic e-government services.

Public Services for Citizens	
1	Income taxes: declaration, notification of assessment
2	Job search services by labour offices
3	Social security contributions (3 out of the following 4): <ul style="list-style-type: none"> • Unemployment benefits • Child allowances • Medical costs (reimbursement or direct settlement) • Student grants
4	Personal documents (passport and driver's licence)
5	Car registration (new, used and imported cars)
6	Application for building permission
7	Declaration to the police (e.g in case of theft)
8	Public libraries (availability of catalogues, search tools)
9	Certificates (birth, marriage): request and delivery
10	Enrolment in higher education / university
11	Announcement of moving (change of address)
12	Health related services (e.g. interactive advice on the availability of services in different hospitals; appointments for hospitals.)
Public Services for Businesses	
1	Social contribution for employees
2	Corporation tax: declaration, notification
3	VAT: declaration, notification
4	Registration of a new company
5	Submission of data to statistical offices
6	Customs declarations
7	Environment-related permits (incl. reporting)
8	Public procurement

