

Sustainability and Governance of the mGov4EU Project



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Abstract Sustainability and governance of the mGov4EU project are critical for its long-term success, particularly in transforming public services and streamlining administrative processes. The mGov4EU project, aiming to design user-centric solutions and enhance cross-border digital public services, places sustainability and governance at the forefront. This involves meticulous outcomes analysis, focusing on pilots and architecture, considering legal frameworks, stakeholder involvement, financial models, and developmental status. The exploration of cross-border mobile government factors reveals consistent determinants across various typologies, encompassing technology, innovation, public officials, citizens, organisations, institutions, public sector context, and broader environmental factors. The multifaceted influences on digital governance initiatives underscore the complex nature of the mGov4EU project. This chapter delves into the piloting impact assessment, analysing design and execution phases. The assessment is crucial for shaping a sustainability plan, recognising core results requiring sustained focus, and identifying areas for improvement. The GOFA model (Governance, Operations, Finance, and Architecture) and Objectives and Key Results (OKR) methodology are applied for a detailed analysis of project outcomes, ensuring a thorough understanding of challenges and requirements for long-term success. The goal is to establish a robust foundation for sustainability and governance, introducing the GOFA model and OKR analysis to navigate the complex landscape of mGov4EU outcomes. The integrated approach ensures a thorough understanding of challenges and requirements essential for long-term success. Challenges across pilots and architecture are addressed, focusing on stakeholder involvement, take-up, flexibility, and continuity. Co-creation principles are integrated into different project stages, fostering collaboration and engagement with various stakeholders. A transdisci-

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plinary context is integrated into the impact assessment, and the GOFA model is employed for sustainability and governance. The co-creation principle is a recurring theme, engaging stakeholders in ongoing project development and execution. In general, the mGov4EU project, emphasising sustainability and governance, presents a holistic approach to address the complexities of cross-border digital public services, ensuring long-term success and impactful outcomes.

Keywords SDG · Once-only principle · GOFA · eIDAS · EUID Wallet

1 Introduction

During the last decades, sustainability has become of utmost importance to every work and project, especially if they are co-financed by public money. The sustainability and governance of the mGov4EU project constitute essential pillars in ensuring the project's long-term viability and successful outcomes. As the project aims to transform public services by designing user-centric solutions and streamlining administrative processes, addressing the broader context within which these innovations will operate becomes imperative. The introduction of sustainable practices and effective governance frameworks not only guarantees the continued functionality of the project's results but also fosters collaboration among diverse stakeholders, including public sector organisations, businesses, and citizens. This introductory exploration sets the stage for a comprehensive analysis of how the mGov4EU project aligns with the dynamic landscape of public administration, emphasising the crucial role that strategic governance and sustainable practices play in shaping the project's lasting impact on cross-border digital public services.

The mGov4EU project has, during its lifetime, delivered several outcomes. Based on this, one of the main tasks was to identify the results that must be sustained and the best way to fulfil the needs and expectations. As the results produced within the mGov4EU project have a particular focus on pilots and architecture, the analysis of the sustainability requirements was done with particular attention not only to sustainability but also to governance.

mGov4EU results pose several challenges and requirements that have to be taken into account when drawing up future sustainability and governance models for each of the results due to several reasons, e.g., legal frameworks, involvement of different stakeholders, difficulties in developing concrete financial models, and current status of development/implementation. Furthermore, specific national and supranational, mainly European, aspects must be considered. When looking at the identified needs and requirements, a few common key challenges across the pilots and architecture can be highlighted—the involvement of stakeholders, take-up, flexibility, interoperability, and continuity.

This chapter on sustainability and governance delves into the fundamental aspects of the mGov4EU project. It focuses explicitly on comprehending the broader context of public sector organisations and the intricate structural, organisational, and cultural facets inherent to them. At the heart of the mGov4EU project lies the ambitious aim of crafting public services with a user-centric approach. This dual-pronged objective seeks to alleviate the administrative burdens citizens and businesses bear while simultaneously streamlining administrative processes, conserving resources, and reducing costs for public administrations.

Within these aspirations, this chapter serves as a comprehensive platform that harnesses and scrutinises the non-technical dimensions of the mGov4EU implementation and its pivotal elements. Its central scope extends to separating the overarching landscape of public sector organisations, meticulously examining their structural, organisational, and cultural attributes. To fulfil these overarching objectives, the mGov4EU project diligently addresses the alignment and appraisal of drivers and barriers, conducts an ex-post impact assessment of piloting efforts, and undertakes the weighty topics of governance and sustainability vis-à-vis the project's outcomes.

The structure of this chapter is designed along these guiding parameters. It encompasses an inventory and proposal for the methodology and structure that can be enriched and expanded upon in subsequent iterations for other projects.

As such, this book paves the way for a more comprehensive exploration of the multifaceted intricacies at play within not only the mGov4EU project but also other projects, facilitating an in-depth analysis that will provide invaluable insights for both current and future undertakings.

2 Drivers and Barriers of the mGov4EU Project

The objective of the mGov4EU project is to streamline interactions among citizens, businesses, and governments. The primary motivation behind this initiative is to create public services centred around user needs, focusing on lowering the administrative burdens faced by citizens and businesses operating across borders in meeting government-mandated requirements and accessing public services. In an effort to alleviate this administrative load, public administrations aspire to minimise the frequency with which citizens and businesses are required to furnish data to the government.

To achieve this objective, public administrations aim to transition from soliciting data from citizens or businesses to implementing automated data exchange systems. The intention is to leverage data that is already digitally stored in public sector databases or registers, thereby adhering to the principle of providing data to the government “only once” [1].

While the OOP concept is currently being implemented in Europe, the European Commission, Member States, and affiliated countries have made substantial strides to advocate for and embrace the OOP at the European level. This collective effort is geared towards the development of cross-border e-government services for European citizens and businesses [2–4].

This sub-chapter describes and categorises, based on a comprehensive analysis, the various factors influencing the success of other initiatives. These factors encompass aspects recognised as drivers or barriers in the existing body of literature. They also serve as criteria at the conclusion of the mGov4EU project for validating the achieved outcomes.

2.1 Impacting Factors

2.1.1 Exploring Cross-Border Mobile Government Factors

This section digs into the drivers and barriers influencing cross-border mobile government services, employing various typologies to categorise these factors. Initially proposed by Gil-Garcia and Pardo [5], the classification includes five categories: (1) information and data, (2) information technology, (3) organisational and managerial, (4) legal, and (5) institutional and environmental. The first two pertain to data and technology quality, while the latter three extend beyond technology, encompassing the organisational, legal, and institutional landscape impacting digital service provisioning.

Subsequent works followed a comparable approach in categorising factors affecting e-government, m-government, and ICT adoption. Germanakos et al. [6] identified technical, legal, social, and institutional factors in the European Union. Gascó et al. [7] distinguished between “outer context” and “inner” factors, emphasising the relevance of the latter, particularly in the context of e-procurement.

Across studies, whether scrutinising e-service provisioning, ICT adoption, or e-government maturity, the frameworks consistently identify determinants. Olesk [8] emphasised factors influencing collaborative digital government initiatives, ranging from technology and innovation to stakeholder characteristics, organisational context, public sector peculiarities, and broader environmental developments. Notably, factors like innovation championship and a supportive regulatory environment drive innovation, while others, such as stakeholder beliefs, organisational resistance, and resource limitations, act as barriers to adopting and institutionalising innovative public governance practices. An overview of influencing factors is given by the table below.

In summary, exploring cross-border mobile government factors reveals a consistent set of determinants across various typologies and studies, emphasising the multifaceted nature of influences on digital governance initiatives.

| Technology | Innovation characteristics | Public officials | Citizens |
|---|----------------------------|--|---|
| Availability of hardware and software | Ease of use Cost | Characteristics of individual innovators | Motivation to engage with the government |
| Features of specific technologies (e.g. security) | Compatibility | Attitudes, beliefs | Interests |
| | Trustworthiness | Knowledge and competences | Knowledge and competences |
| Interoperability | Relative advantage | Trust in citizens | Trust in government |
| | | Leadership | Time constraints |
| | | Human error in innovation management | Perceptions (e.g. usefulness of the innovation) |

| Organisations | Institutions | Public sector context | Broader environment |
|---------------------------|--|---|---------------------------|
| Capabilities | Regulations and legal constraints | Influence of politics and political will | Public attention |
| Incentives | Informal norms | | Media attention |
| Financial resources | Institutional histories | Stakeholder complexity, different agendas | Mimetic pressures |
| Human resources | Legal and administrative culture | | Technological development |
| Organisational structures | Coordination and governance mechanisms | Multi-rationality | |
| Organisational cultures | Existing power relations | Bureaucratic and democratic principles | |
| Resistance to change | | Organisational competition for power and legitimacy | |
| Top management support | | Expanding the domain of public intervention | |
| Participation in networks | | | |

Influencing Factors based on Leosk and Poder (2021), Angelopoulos et al. (2010), Anthopoulos et al. (2016), Chadwick (2011), Cinar et al. (2019), Cordella and Tempini (2015), De Vries et al. (2016), Dwivedi et al. (2015), European Commission (2013a), Janssen et al. (2012, 2015), Meijer (2015), Nasi et al. (2015), Osborne and Brown (2011), Susha and Grönlund (2014), Van Veenstra et al. (2011), Weerakkody et al. (2016)

Examining the European landscape, the obstacles to m-government implementation can be categorised into five distinct groups: (1) legal, (2) organisational, (3) semantic, (4) technical, and (5) other. The latter, a more loosely defined category, encompasses elements such as political will, user awareness, or the existence of bilateral or multilateral agreements. Notably, two key points emerge from this comprehensive examination focusing on the OOP. Firstly, there exists a divergence in perspectives among individuals, businesses, and civil servants regarding perceived barriers. Secondly, the analysis underscores the significance of semantic aspects, specifically highlighting the imperative need for establishing comprehensive semantic interoperability [9]. In this context, the analysis emphasises the dimensions of interoperability and cross-border considerations. The subsequent paragraphs elaborate on each dimension and its individual contributing factors.

2.1.2 Technological Factors: Navigating Cross-Border Challenges

The significance of technological factors lies in their dependence on diverse information and process models. Notably, interoperability, particularly in the context of cross-organisational information systems, emerges as a pivotal challenge. Interoperability, defined as the capability to exchange data between different organisations and their ICT systems, necessitates collaborative interaction for mutual and shared objectives. This becomes especially crucial at the semantic level when fostering cooperation between different countries.

In the cross-border context, alongside interoperability, factors such as data quality, database peculiarities, and the technical government architecture of countries become relevant. Recognising these challenges, the European Commission underscores the need for organisations to collaborate to establish technical and semantic interoperability. Achieving technical interoperability involves adopting common specifications and building infrastructures for secure data exchange. Semantic interoperability requires consensus on standard data formats and the development of core vocabularies, ensuring a shared understanding of data meaning among communicating systems. Addressing technological challenges is pivotal for successful cross-border data exchange and cooperation.

2.1.3 Organisational Factors

The organisational dimension encompasses factors tied to organisational structures, highlighting the profound changes induced by mobile government implementation. Barriers at the national level involve governmental silos, communication gaps between departments, complexities in structural changes, and concerns about implementation costs. Similar constraints persist at the cross-border level, emphasising the need for effective collaboration and adaptation across organisations. The literature underscores the importance of adaptability, innovation, organisational culture, networks, and cross-organisational knowledge transfer in successful implementa-

tion. Financial and human resources are crucial for adopting and implementing electronic services, with capacity constraints posing significant obstacles.

2.1.4 Institutional Factors

This dimension focuses on laws, rules, and principles shaping digital governance. External factors, such as legal culture and administrative traditions, affect public sector organisations. Regulations can drive change and innovation, with the political environment influencing government transformation. In the realms of OOP and electronic ID (eID), institutional and legal rules play a critical role in data sharing and personal data protection. Resolving legal obstacles is critical for implementation, and intergovernmental and supranational institutions play a fundamental role.

2.1.5 Actors

The role of various actors, including public and private stakeholders, is fundamental. Political will, public demand, and business requirements strongly influence the modernisation of services. Resistance to OOP may arise if certain groups benefit from service inefficiencies, and privacy concerns can impact support for m-government services. The expected benefits of m-government include increased efficiency, user-friendliness, and service quality across organisations and countries involved in service provisioning.

2.1.6 Other Factors

Additional factors, not fitting neatly into previous dimensions, can significantly impact implementation success. User group characteristics (gender, age, education, technology experience) and ICT skills are vital in the adoption process. These challenging-to-specify factors are crucial considerations for a successful m-government service implementation.

In essence, a comprehensive understanding of the aforementioned dimensions is essential for navigating the complexities of mobile government implementation, ensuring effective collaboration, and addressing barriers to innovation.

3 Piloting Impact Assessment

The assessment of pilot impacts is pivotal in shaping the project's sustainability plan, identifying areas for future enhancement, and recognising core results requiring sustained focus. Drawing on data from the transdisciplinary pilot evaluation, the sustainability plan is informed by two distinct phases of pilot assessment.

3.1 Phase I: Design Phase Evaluation

This phase centres on the design of pilots, with a primary focus on transdisciplinarity, emphasising six pillars outlined in the chapter “Evaluating Digital Government Projects: Emphasizing Process and Relevance through Transdisciplinary Research” of this book:

Real-world context: maintaining connection with practitioners and considering legal and policy constraints

Interdisciplinarity: crossing disciplinary boundaries to address complex problems comprehensively

Beyond science: engaging a heterogeneous range of stakeholders beyond scientific disciplines

Interaction: adopting relevant communication approaches and reflecting on their usage

Integration: emphasising continuous learning processes and developing solutions through stakeholder interaction

Relevance: providing meaningful results to various domains and stakeholders

The project identified indicators for each pillar, assessing project partners’ experiences in planning and designing pilots. Feedback and assessment involve group discussions and individual partner perspectives, resulting in further insights and recommendations for sustainability outcomes.

3.2 Phase II: Pilot Execution Evaluation

This phase followed a classical piloting approach, evaluating building blocks, piloting scenarios, and defining requirements. The assessment considered security and complements results with remaining requirements in business and usability domains. Pilot-specific indicators guided the evaluation, offering a comprehensive impact perspective. Focus areas include I-Voting, e-Signature, Smart Mobility, and the underlying architecture.

In summary, the impact assessment phases holistically analyse the design and execution of pilots, ensuring a nuanced understanding of successes, challenges, and areas for improvement. The resulting documentation becomes integral in shaping a robust sustainability plan for the project’s future .

4 Sustainability and Governance

In this sub-chapter, the mGov4EU project underlines the importance of sustainability and governance in delivering results. During the project phase, the attention was directed toward identifying sustainable results and determining the optimal means

to meet ongoing needs and expectations. The focus centres on the mGov4EU pilots and architecture, necessitating a detailed analysis of sustainability requirements, considering legal frameworks, stakeholder involvement, financial models, and progressive status.

4.1 Challenges and Requirements

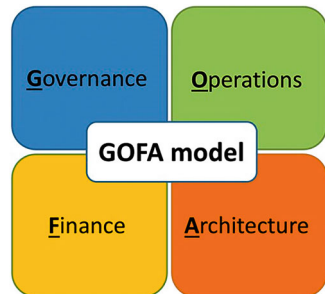
Several common challenges emerge across pilots and architecture, affecting stakeholder engagement, take-up, flexibility, and continuity. Stakeholders, encompassing citizens, businesses, and governments, introduce diverse needs and requirements. Successful take-up pivots on the readiness of key stakeholders to integrate existing systems with mGov4EU outcomes. Flexibility is crucial, given variations in pilot maturity levels, and continuity depends on well-considered deployment factors, including governance, operations, financing, and architecture.

4.2 GOFA Model

Introducing the Governance, Operations, Finance, and Architecture (GOFA) model, the sub-chapter outlines its acceptance as a framework for classifying activities and assessing needs. Recognising the multifaceted nature of sustainability, the GOFA model, as displayed in Fig. 1, serves as a structured approach to guaranteeing long-term viability. It is particularly relevant in managing project results, ensuring solutions' availability and continuous development, and preserving the developed architecture. The model facilitates analysis across the four main dimensions: governance, operations, finance, and architecture.

Recognising and pursuing the goals outlined in the Tallinn Declaration on eGovernment and the Digital Single Market (DSM) is crucial [10, 11]. This can be achieved by implementing a tool that aids digital transformation and supports solution development, as exemplified by projects like mGov4EU. Hence, monitor-

Fig. 1 GOFA model



ing key project elements such as stakeholders, services, legislative specifications, and standards is essential [12].

For the sustainability of a project, ongoing monitoring is necessary to adapt to changing developments, such as evolving stakeholder needs or ensuring the continued relevance of services. Appropriate governance and management structures guarantee that your value proposition evolves in response to changing requirements. The European Commission has introduced the GOFA model, encompassing governance, operations, financing, and architecture, which has been refined through various European projects (e.g. e-SENS¹) [13]. Each dimension of the GOFA model is further detailed in sub-dimensions.

The governance model establishes the principles, organisational structures, and decision-making processes guiding the creation and management of digital services at both individual and collective levels. The three crucial aspects of governance are discussed next.

4.2.1 Principles of Governance: High-Level “Rules” Shaping Organisational Structures and Governance Processes

Organisational structures: Defining roles and responsibilities of governance bodies and determining participants and influencers.

Governance processes: Defining the activities of each governance body, including inputs and outputs, outlining their functions, and interactions.

Governance body: Deciding which governance body can make specific decisions is a significant part of governance. The impact and importance of a decision determine the appropriate governance body. High-level policy decisions set the overall direction, while lower-level decisions are made frequently to support daily operations.

4.2.2 Operational Dimension of GOFA

The operational dimension of GOFA concerns the day-to-day provision of services. Operations involve processes to ensure high-quality service delivery, and four key aspects should be defined and monitored:

Service management: Describing how services are provided and setting expected service levels through Service Level Arrangements (SLAs)

Evolutive maintenance: Identifying and implementing improvement opportunities based on feedback or quality monitoring

¹ Electronic Simple European Networked Services, <https://cordis.europa.eu/project/id/325211> (Accessed: 19.01.2024).

Control and monitoring: Measuring quality, performance, and potential risks related to service offerings to ensure compliance and identify improvement opportunities.

4.2.3 Financial Dimension of GOFA

The financial dimension addresses the financing of governance, operations, and architecture. Digital solutions may need initial funding, but developing a self-sustainable funding model over time is encouraged. Two key aspects of financial management include:

Cost model: Understanding setup and maintenance costs and potential cost savings through solution reuse

Funding model: Ensuring sufficient funding or a steady revenue stream for service setup and provision.

4.2.4 Architecture Dimension of GOFA

The architecture dimension is crucial for strategic alignment and interoperability among different digital building blocks. Two key aspects include:

Strategic architecture: A formal description of the common digital platform and guiding its design and evolution through an architecture meta-model, standards, guidelines, and principles.

Solution architecture: Ensuring compliance with architectural standards and principles for each digital building block of the common digital platform. Architecture is vital for aligning digital building blocks with user needs. An overarching governance structure ensures collaboration and interaction between parties, and interoperability principles defined in the European Interoperability Framework are crucial for sharing data between common digital platforms.

4.3 *Objective and Key Results*

The Objectives and Key Results (OKRs) methodology incorporates a goal-setting framework that has been continuously developed since the 1970s [14, 15]. OKRs are set and evaluated constantly and are future references for monitoring project execution. This framework, applied subsequently to the GOFA model, enhances the detailed analysis of project outcomes. OKRs involve setting objectives and defining two to five key results—measurable actions leading to objective achievement. The

framework is utilised to analyse mGov4EU artefacts, pilots, or architecture from governance, operations, finance, and architecture perspectives.

In conclusion, this sub-chapter describes establishing a robust foundation for sustainability and governance, employing the GOFA model and OKR analysis to navigate the complex landscape of mGov4EU outcomes. The integrated approach ensures a thorough understanding of the challenges and requirements essential for long-term sustainability.

5 Co-creation and Business Model Canvas

Throughout its life cycle, the mGov4EU project is set to yield multiple outcomes, necessitating a dedicated focus on sustainability and governance. The primary objective is to pinpoint results requiring sustained support and determine the most effective means of meeting ongoing needs and expectations. With a focus on the mGov4EU pilots and architecture, this chapter delves into the analysis of sustainability requirements, considering diverse challenges and requirements arising from legal frameworks, stakeholder involvement, financial modelling complexities, and the current status of development/implementation. Additionally, this sub-chapter introduces the Business Model Canvas [16] for the mGov4EU mobile application, emphasising the pivotal role of business stability in governance and sustainability. Another sub-chapter details the mGov4EU project's approach to co-creation, aiming to co-design an ecosystem facilitating cross-border services and contributing to further result implementation.

5.1 Challenges and Requirements

Several common challenges resonate across the various pilots and architecture components. Notably, stakeholder involvement poses a challenge due to the diverse stakeholders in each pilot, including citizens, businesses, governments, and others, each bringing unique needs to the table. Successful take-up is contingent upon key stakeholders' development level and readiness, both in integrating existing systems with mGov4EU outcomes and adopting and implementing the results across borders. Flexibility becomes crucial to accommodate differences between pilots and architecture, considering the varying maturity levels of mGov4EU solutions. The continuity of solutions relies on how well these factors are considered during deploying mGov4EU solutions for cross-border public services.

5.2 *Co-creation Principles of mGov4EU*

Within the mGov4EU project, the principles of co-creation are respected through diverse approaches that consider different levels and stages of involvement. These stages encompass project phases such as requirement and use-case definition, solution development, implementation and piloting, and evaluation. Inclusivity is fostered by engaging experts from various domains, including businesses, public administrations, and academia. This occurs internally through representatives and experts from project members and externally through consultation with stakeholders via the project's stakeholder board or support from related projects from the same co-financing cluster (eGov cluster, inGOV² or INTERLINK³), which emphasises co-creation [17].

The overarching goal of co-creation in the project is to collaboratively design an ecosystem that facilitates cross-border services, ultimately contributing to the broader implementation of project outcomes [18]. To achieve this, the project envisions strengthening the dialogue with internal and external stakeholders and users, employing various communication modes, including unidirectional (one-way communication) and bidirectional (two-way communication) information flows.

5.2.1 **Co-creation Workshop Concepts**

The conceptualised forms of communication and co-creation include seminars and workshops incorporating unidirectional and bidirectional communication. Specifically, distinct workshops are planned for experts, decision-makers, and potential users and consumers of the solutions to construct a comprehensive understanding of pilots. Taking the I-Voting pilot as an example, three workshops are anticipated at this stage of project deployment:

The *first workshop* focused on a feasibility assessment and the expansion of pilot platforms involving the Information System Authority, Danube University Krems, and Graz University of Technology following the co-implementation principle.

The *second workshop* addressed electoral concerns, inviting the Estonian Ministry of Interior, the Estonian State Electoral Office, and electoral experts to participate, adhering to the co-implementation principle.

During implementation, the third workshop aimed to engage students, the primary target group, presenting preliminary results and collecting non-technical feedback to adjust the user experience based on the co-design principle.

² inGov, Grant Agreement 962563, <https://ingov-project.eu/> (Accessed: 19.01.2024).

³ Innovating government and citizen co-delivery for the digital single market, Grant Agreement 959201, <https://interlink-project.eu/> (Accessed: 19.01.2024).

5.3 *Business Model Canvas for mGov4EU*

The business model canvas for the mGov4EU project addressed the business innovation model aspect of sustainability and governance. In this model, the partners co-created a favourable approach for the business model's sustainability by addressing aspects that include the customer segments and value propositions, channels and customer relationships, revenue streams and key resources, key activities, and cost structure. Detailed elaboration and discussion of the business model canvas can be found in the chapter "Cross-Border Mobile Government Services: Business Model Dynamics in mGov4EU" of this book.

6 Summary and Conclusions

This book chapter comprehensively examines the non-technical facets encompassing the mGov4EU project, addressing the complexities associated with cross-border digital public services delivered through mobile devices. A keen understanding of the project's non-technical dimensions, including organisational, institutional, and cultural features, is imperative for its success.

The mGov4EU ecosystem incorporates building blocks developed within the project, interlinked with national building blocks, and operates within the public sector context. These building blocks ensure a sturdy interoperability between the diverse legacy systems employed by national administrations. However, during the development of these building blocks, non-technical dimensions were essential in sustaining and governing these outcomes and solutions. Thus, we identified several factors in the literature also grounded in empirics which affect the sustainability and governance of such endeavours.

In this chapter we explored which factors influence and drive the mGov4EU project, considering elements such as political will, user awareness, and bilateral agreements. Various factors, such as perceived barriers, influence the development of cross-border mobile government services in a transdisciplinary context. These barriers, which can differ among individuals, businesses, and civil servants, are broadly categorised into four main dimensions: technical, organisational, institutional, and actors. Collectively, these dimensions play a significant role in shaping the progress of mobile government services across borders.

The evaluation of mGov4EU pilots involves a comprehensive approach that considers the transdisciplinary context in two distinct phases. The first phase involves assessing the design phase, while the second phase involves evaluating the execution phase based on the previous assessment. To ensure that the pilots are sustainable and governed properly, the GOFA model is used. This model encompasses governance, operations, finance, and architecture dimensions, allowing a holistic view of the pilots. To establish and monitor business objectives and outcomes, the OKRs

methodology is employed within the GOFA framework. This ensures that the pilots are aligned with the overall goals and objectives of mGov4EU.

In addition to the existing strategies, the mGov4EU mobile application utilises the business model canvas (“Cross-Border Mobile Government Services: Exploring Business Model Dynamics in mGov4EU” chapter of this book), a strategic management template for developing new or documenting existing business models. This canvas is a visual chart with elements describing a firm’s value proposition, infrastructure, customers, and finances, providing a comprehensive view of the business operations. The business model canvas is not used in isolation. It harmoniously aligns with the OKR methodology, a goal-setting framework that helps organisations set challenging, ambitious goals with measurable results. OKRs are designed to align the goals of individuals and teams with the companies, prioritise actions, improve teamwork, and focus on results. Integrating the business model canvas with the OKR methodology in the mGov4EU mobile application serves a critical role. It facilitates the development and continuous refinement of innovative business models. This approach allows the application to adapt to changing market dynamics, user needs, and technological advancements. It fosters a culture of innovation and agility within the organisation, ensuring the application remains relevant, competitive, and valuable to its users. This strategic combination of the business model canvas and OKR methodology underscores the commitment of the mGov4EU mobile application to deliver superior value to its users, continually innovate, and achieve its business objectives. It is a testament to the application’s robust strategic planning and execution capabilities.

The successful completion of any project requires the involvement of experts, public administrators, and academics at different stages. To ensure internal co-creation and co-design, it is important to involve various stakeholders in the project’s ongoing development and execution. Using a transdisciplinary evaluation framework helps facilitate the co-creation principle by promoting collaboration and knowledge sharing [19]. As the project progresses, the co-creation principle will evolve, enabling the engagement of stakeholders from diverse backgrounds to contribute to its success.

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