

The **chair** of the session, **Giorgio Prister, Government Leader of IBM South West Europe**, [[www.ibm.com](http://www.ibm.com)] – one of the Global Forum's 2005 main sponsors – imparted his experience and recommendations for

*Delivering Value Services to Civil Society*

Europe is at a watershed. Delivering services to civil society demands to properly assess and prioritize the needs of citizens and businesses.. It is now time for real Government transformation to enable the next step of high value services within each Agency and cross the whole Public Administration with seamless horizontal integration, cooperation and interoperability.

Merely transposing the government services of yesterday to the net is insufficient. Providing efficient e-services involves devising and implementing a strategy specific to this new environment which must foresee the Government transformation in three dimensions: business, technology and culture

This obligation resonates throughout Mr. Prister's visits to customers implementing such services: For example the City of Barcelona, a forerunner of e-Government services, drawing probably the highest numbers of users in Europe to its portal, is re-evaluating the impact and fruits of implementing them.

Like other Public Administrations, the City of Barcelona in partnership with IBM is reformulating its strategy taking into account this paradigm and as Mr. Prister advises, it is about the convergence of technologies but also about the transformation of the way these organisations run their business through horizontal integration leading to value services for civil society as a whole.