

eGovernment Benchmark *Norway*

2025





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Executive Summary

The transformation of Norway's digital government is a continuous process that evolves along technological developments, shifting user expectations and emerging societal needs. The **National Digitalization Strategy 2024–2030 “The Digital Norway of the Future”** (Nasjonal digitaliseringsstrategi 2024–2030 “Fremtidens digitale Norge”) paves the way for a more coherent, efficient and user-centric public sector.

This **eGovernment Benchmark** provides the latest trends and performance of Norway's digital government. It identifies both areas of strength and opportunities for improvement. By comparing Norway with other European countries, the digital government efforts can be better contextualized. The study follows the same methodology as the European Commission's eGovernment Benchmark. It aligns with the latest policy priorities in Europe and focuses on three key dimensions: Online Service Delivery, Interoperability Signifiers and User Friendly Portals (encompassing 20 underlying indicators and 51 survey questions, completed by Mystery Shoppers while visiting government websites).

When overlooking the 98 evaluated government services, **Norway holds a strong European position in digital government** and stands out in several areas compared to the EU27. It has obtained a stable top 10 position for more than five consecutive years. In 2025, a 13th rank resulted from the measurement, reaching 77 points for its overall eGovernment maturity. While eGovernment in Denmark and Sweden show similar performance levels compared to Norway (both 78 points), Finland is ahead (89 points) due to outstanding online service delivery for both national and international users, such as students and entrepreneurs that want to start a new business or want to grow their existing company.

Norway performs notably well in providing services for citizens and entrepreneurs that experience life events related to their **Family, Business Start-Up, and Moving**. In government areas where Norway shows weaker eGovernment, such as Health, Justice and Career, the country still outperforms the EU average. From a technological point of view, it manages to provide **user-enabled services** that are compatible with mobile devices, offers high levels of online user support and is one of the leaders in web accessibility (part of the Online Service Delivery and User Friendly Portals dimensions).

At the same time, there is a clear need for improvement in **cross-border digital services**, where Norway lags behind its Nordic neighbors, especially Finland and Sweden. This relates to limited cross-border eID functionalities allowing foreign users to authenticate and is for instance due to partial cross-border delivery of output (part of the Interoperability Signifiers dimension).

Based on the findings and insights of this study, the following **recommendations** can support the Norwegian Digitalization Agency (Digdir) and other national, regional and local stakeholders inside and outside government to strengthen the eGovernment landscape in Norway:

1. Intensify cross-sector coordination and end-to-end service provision.
2. Bridge the Norwegian and European digital government priorities.
3. Continue the path of user involvement and transparency, also when implementing emerging technologies.
4. Set and monitor clear Key Performance Indicators (KPIs) to operationalize overall strategic objectives.



Glossary of key terminology

eGovernment: electronic government (also digital government).

Dimensions: the three pillars against which indicators for eGovernment are aggregated and measured.

- Online Service Delivery – To what extent are services provided online? How mobile friendly are they? And are public administrations clear about how their services are delivered?
- Interoperability Signifiers – Are authentication enablers in place for (cross-border) users? Are public administrations clear on the way people's personal data is being processed? And to what extent is the output of services digitized?
- User Friendly Portals – What online support and feedback mechanisms are in place? Are public administrations transparent about policy making and digital service design? Are services accessible for everybody, delivered without technical constraints and secure? And to what extent can users find the relevant websites?

Life event: a package of government services, usually provided by multiple agencies, that support citizens or entrepreneurs through key points of their lives, such as the birth of a child or starting a business. The eGovernment Benchmark covers nine life events (government domains):

- For businesses: Business Start-Up and Regular Business Operations.
- For citizens: Career, Studying, Family, Health, Moving, Transport and Starting a Small Claims Procedure.

Life event services: services within a user journey for national and cross-border users.

- Informational services: services and procedures that provide users with adequate and personalized insight into their situation.
- Transactional services: services and procedures needed to fulfil the essential requirements of a life event, such as registration.
- Portal websites: eGovernment websites that gather and provide information and services from multiple public administrations, also known as one-stop-shops.
- National users: citizens and entrepreneurs that seek information and services in their own country.
- Cross-border users: citizens or entrepreneurs that seek information and services in a European country other than their own.

Method: the way in which the data is collected.

- Mystery Shopping: the primary type of data collection in the eGovernment Benchmark, a proven evaluation method that makes the user journey and experience the primary focus of attention.
- Automated tools: online tests through which websites are entered and assessed on a number of criteria.



1. Introduction

1.1. Norway's digital government transformation

Norway is among the most digitally mature countries in Europe, with widespread access to digital public services, a high level of technological adoption in government, and strong trust between citizens and public authorities.¹ At the same time, digitalization is a continuous process that must evolve in step with technological developments, shifting user expectations, and emerging societal needs. To support this work, the Norwegian Digitalization Agency (Digdir) has commissioned Capgemini to produce a national version of the eGovernment Benchmark, an analytical framework used for more than 20 years to assess and compare the digital maturity of European countries.

The aim of this report is to provide an **updated view of how Norway performs** in a European context, identifying both areas of strength and opportunities for improvement. Comparing Norway with other European countries, particularly the Nordic nations, is important to place the country's digital government efforts in context. As part of the broader European community, Norway shares many of the same challenges and ambitions in public sector digitalization, including goals related to efficiency, user-friendliness, and trust in digital services. The Nordic countries, in particular, have a long tradition of cooperation and exchanging best practices, making them natural benchmarks for one another. By comparing with both neighboring and more diverse countries, we gain valuable insight into where Norway is succeeding and where there is room for improvement. This knowledge helps inform public policy and service development and enables learning from best practices across borders.

The **National Digitalization Strategy 2024–2030 “The Digital Norway of the Future”** (Nasjonal digitaliseringsstrategi 2024–2030 “Fremtidens digitale Norge”) sets a clear direction for how digitalization should support a more coherent, efficient, and user-centric public sector.² A key priority is the development of services based on life events, ensuring that users experience seamless and relevant support across sectors and levels of government. The strategy also highlights the importance of shared national components, such as the digital ID system (ID-porten) and Altinn, as essential enablers for scalable and secure service delivery. Improved use of data is another central focus, with an emphasis on data sharing, interoperability, and responsible use of artificial intelligence to enhance services and decision-making. The strategy further calls for stronger coordination across government levels and sectors to accelerate digital transformation. Finally, inclusive digitalization is a guiding principle, ensuring that services are universally designed and accessible to all, regardless of digital skills, age, or background. Together, these priorities reflect a holistic and values-based approach to digital government in Norway, balancing innovation with accessibility, trust, and long-term societal impact.

The **public's experience** with digital government services is generally positive. According to national user surveys, a large majority of the population reports having used digital public services in the past year, with most describing them as easy to use and suited to their needs.³ However, some groups, such as the elderly or those with limited digital skills, continue to face

¹ <https://www.digdir.no/rikets-digitale-tilstand/it-i-praksis/4849>

² <https://www.regjeringen.no/no/dokumenter/fremtidens-digitale-norge/id3054645/>

³ <https://dfo.no/undersokelser/innbyggerundersokelsen-2024>



barriers, underscoring the importance of **universal design, digital inclusion, and targeted support measures**.

This report builds on the **methodology of the European Commission's eGovernment Benchmark** and provides insights into Norway's performance across three key dimensions 1) Online Service Delivery 2) Interoperability Signifiers 3) User Friendly Portals. By comparing Norway's results with those of other European countries, we gain valuable insight into where we are progressing well and where there is room for improvement. Ultimately, this supports the ongoing effort to deliver public digital services that are efficient, accessible, and trustworthy, for everyone.

1.2. Measuring progress with the eGovernment Benchmark

Using data collected in May 2025, this eGovernment Benchmark provides a comprehensive assessment of Norway's progress in **digital public service delivery**. It examines where Norway currently stands on its digital transformation journey and identifies what is needed to reach its strategic objectives. Comparisons are made with the European Union (EU) Member States, in particular Denmark, Sweden and Finland, on which similar data was collected by the end of 2024.

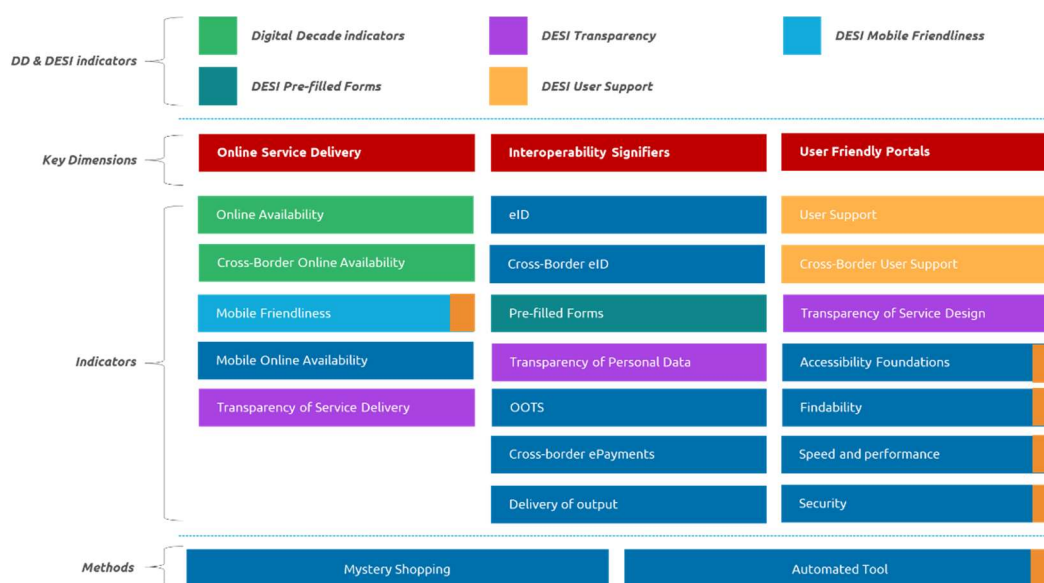


Figure 1. eGovernment Benchmark methodological framework

The study follows the same **methodology** as the European Commission's eGovernment Benchmark.⁴ The eGovernment Benchmark has become an internationally recognized study that looks at how platforms continue to improve for citizens, businesses and all user segments (students, unemployed, families, start-up entrepreneurs, etc.). The rapid changes in the digital landscape underline the necessity to frequently assess and, where necessary, update the data collection and reporting method of the eGovernment Benchmark. In this light, this year's study is based on three key dimensions: Online Service Delivery, Interoperability Signifiers and User Friendly Portals to align with current policy priorities in Europe, such as the Digital Decade Policy Programme of the European Commission.

⁴ <https://data.europa.eu/doi/10.2759/3453888>



The eGovernment Benchmark evaluates online public services in the nine life events relevant to citizens and entrepreneurs, on three key dimensions, with 20 underlying indicators, comprising 51 survey questions in total. The **three key dimensions** can be described by the following key questions:

1. **Online Service Delivery:** To what extent are services provided online? How mobile friendly are they? And are public administrations clear about how their services are delivered?
2. **Interoperability Signifiers:** Are authentication enablers in place for (cross-border) users? Are public administrations clear on the way people's personal data is being processed? And to what extent is the output of services digitized?
3. **User Friendly Portals:** What online support and feedback mechanisms are in place? Are public administrations transparent about policy making and digital service design? Are services accessible for everybody, delivered without technical constraints and secure? And to what extent can users find the relevant websites?

The eGovernment Benchmark methodology in a nutshell

To present an in-depth view on eGovernment performance, the analysis covers 98 services across nine life events: sequences of digital services that the average citizen and business are likely to require. The services are related to Business Start-up, Regular Business Operations, Health, Moving, Starting a Small Claims Procedure, Transport, Career, Family, and Studying. All services in these areas were assessed in May 2025.

Well-trained Mystery Shoppers, analysts from Norway, evaluated the life events by visiting and assessing government websites using a standardized survey.

The Mystery Shoppers assessed 339 websites: 171 websites and 23 portals from the Norwegian competent authorities, 87 websites and 24 portals targeting cross-border users from other European countries, as well as 34 channels and apps for mobile users. Additional automated open tools shed light on Mobile Friendliness, Accessibility Foundations, Speed and performance, Security and Findability. The study covers 57 Norwegian public administrations: 33 central, 14 regional and 10 local government bodies.

In order to provide relevant insights into the digitalization of the Norwegian Government, this report is structured as follows:

- **Chapter 2** presents the key eGovernment Benchmark findings for Norway, compared to the EU and Nordic countries specifically.
- **Chapter 3** provides detailed insights into the three main dimensions of the study.
- **Chapter 4** looks into sectoral developments across nine public sectors.
- **Chapter 5** brings the main findings together with key conclusions and recommendations.



2. Norway, a European frontrunner?

2.1. Overall eGovernment Maturity: In between the EU average and Nordics

The **overall eGovernment maturity** score is an aggregate of scores derived from the three key dimensions previously described: *Online Service Delivery*, *Interoperability Signifiers* and *User Friendly Portals*. It sums up the eGovernment performance with a score from 0 to 100 points. As displayed in Figure 1, the collected data enables a comparative analysis of digital maturity between Norway, Nordic countries evaluated in this study (Denmark, Sweden, Finland), as well the EU27 average.

In 2025, Norway acquired a score of 77 points in overall digital maturity. This is **above average** when compared to the EU27 countries, which achieved 74 points in the most recent data collection. However, among the Nordic countries measured in this study, Finland achieves the highest score with 89 points, followed by Denmark and Sweden which acquire a score of 78 points. In general, while Finland is often ahead, Norway, Denmark and Sweden display similar levels of eGovernment performance in 2025. This will be further detailed through specific indicators and scores in the following sections.

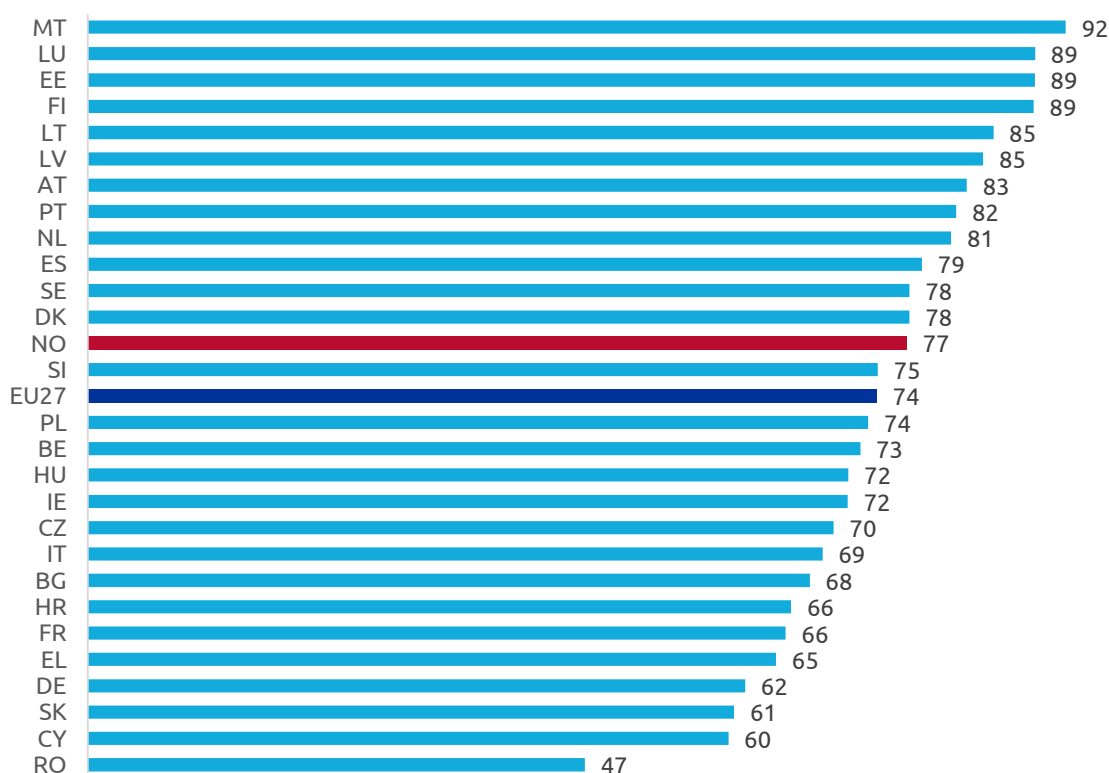


Figure 2. Overall eGovernment maturity of Norway and the EU27

The overall eGovernment maturity would rank Norway as **#13 compared to the EU27 Member States** in 2025. It is preceded by Sweden and Denmark and followed by Slovenia, Poland and Belgium. In previous editions Norway obtained a top 10 ranking, being the #9 in 2024, 2023 2022 and 2020, as well as the #10 in 2021. The absolute gap between Norway and the #1 ranked country Malta in terms of overall eGovernment maturity has been stable over time (between 15 and 17 points between 2020 and 2025).



2.2. Business and Citizen life events: Family services exceed the trend

Based on the overall indicator that aggregates all measured eGovernment capabilities, Norway scores higher on business-related life events (81 points) than on citizen-related ones (77 points), revealing a 4-point performance gap. Amongst all individual life events measured, the **Family** life event (85 points) is the best performing, which ranks among the EU's bottom three life events with 72 points. Public authorities, such as the Norwegian Tax Administration, achieve high levels of online service delivery, especially for registering with the civil registry in order to get married or to close a civil partnership.

The second-best performing life events in Norway are **Business Start-Up** and **Moving**, both scoring 81 points. These two life events are also among the EU's top three, but notably, Norway scores higher than the EU average in both cases, where Business Start-Up and Moving score 79 and 80 points respectively at the EU level. While the Norwegian Digitalization Agency supports entrepreneurs in setting up new companies with digital solutions, the Norwegian Tax Administration assists citizens who move places with registering their new address.

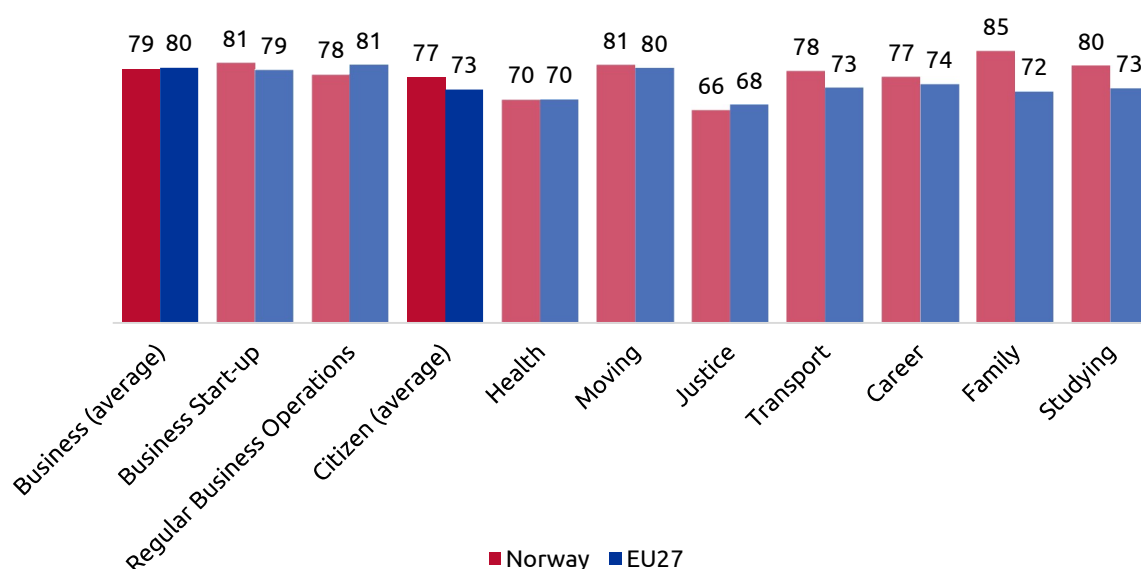


Figure 3. Business and citizen life events in Norway and the EU27

At the lower end of the performance spectrum, both Norway and the EU average highlight **Health** and **Justice** as life events requiring the most improvement. The scores are closely aligned, with both recording 70 points for the Health life event, while Justice scores slightly differ, 66 points for Norway and 68 points for the EU average. In addition, the Career life event (77 points) ranks among Norway's bottom three life events, despite still scoring higher than the EU average of 75 points. A standout example is the state pension application service provided by the Norwegian Labor and Welfare Administration. This service is not only fully digital and transparent, but also enables users to log in securely using eID and benefit from pre-filled data, streamlining the entire application process.

When **comparing with the Nordics**, several relevant contrasts emerge. Finland's top three life events include Moving (92 points), and Business Start-Up (92 points), which are also among Norway's top performers. Denmark and Sweden also rank Business Start-Up (Denmark: 91 points; Sweden: 85 points) and Moving (Denmark: 85 points; Sweden: 84 points) among their top three, reinforcing a shared regional strength. Notably, Finland excels in the Studying (95 points) life event, outperforming Norway and its Nordic peers. In addition, Denmark's Family



score (84 points) is nearly identical to Norway (85 points), suggesting comparable service quality in this area.

On the lower end, Justice and Health appear in the bottom three for both Denmark (Justice: 64 points, Health: 67 points) and Sweden (Justice: 60 points, Health: 66 points), closely mirroring Norway's scores (Justice: 66 points, Health: 70 points). This alignment suggests a broader **regional challenge** in these domains. Notably, Career is not among the bottom three in any of the Nordic countries, indicating that its inclusion in Norway's bottom tier may reflect a more localized issue in digitalizing employment related services.

Norway's National Digitalization Strategy 2024–2030 identifies **cross-sector and cross-government coordination** as a cornerstone of the country's digital transformation. This focus is crucial, as fragmented or siloed service delivery can lead to inefficiencies and inconsistent experiences for citizens. A clear example of this challenge is seen in the Family life event, where ten distinct public bodies are involved in delivering nine services, highlighting potential overlap and complexity. Additionally, none of these services are provided by regional or local authorities, underscoring high fragmentation in the centralized approach within this domain. Notably however, the Family life event is the highest scoring life event on the aggregated overall score, suggesting that despite possible structural fragmentation, strong outcomes are still possible. On the contrary, the Career life event involves only two unique public bodies delivering 19 distinct services, yet it ranks among the lowest scoring life events in Norway. This juxtaposition illustrates that coordination can bring better user experiences or outcomes, while structural simplicity alone does not guarantee this.

2.3. Digital Decade: Cross-border services not yet up to par

As stated in Norway's National Digitalization Strategy 2024–2030 many **EU policies** about digital government affects Norway.⁵ Most of the EU regulations become Norwegian law through the Agreement on the European Economic Area. Moreover, Norway participates in several EU programmes, pilots and innovation initiatives. By 2030, Norway wants to be the world's most digitalized country, that has succeeded in the digital transformation of its society, providing citizens with a simpler and safer everyday life, make businesses more competitive, and improve the public sector.

The EU trajectory towards 2030 overlaps with the Norwegian ambitions. It is centered around the so-called **Digital Decade**. The European Commission Digital Decade Policy Programme (DDPP) is designed to accelerate the digital transformation of the EU through to 2030.⁶

The eGovernment Benchmark helps track **two Key Performance Indicators (KPIs)** that are part of the monitoring system of the Digital Decade Policy Programme for the Digital Public Services dimension.⁷ The KPIs are Digital Public Services for Citizens and Digital Public Services for Businesses, each derived as the average from the eGovernment Benchmark indicators Online Availability and Cross-border Online Availability. These KPIs measure the extent to which services or information concerning services for citizens and businesses are provided online and via a government portal. As such, they help track the Digital Decade target of achieving 100%

⁵ <https://www.regjeringen.no/no/dokumenter/fremtidens-digitale-norge/id3054645/>

⁶ See online: https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/europe-fit-digital-age/europes-digital-decade-digital-targets-2030_en

⁷ For further details, see Commission [Implementing decision - 2023/1353 - EN - EUR-Lex](#).



online accessibility for key public services, ensuring that citizens and businesses within the Union can interact with public administrations online whenever relevant. Tracking Norway's performance on the two Digital Decade KPIs derived from the eGovernment Benchmark helps assess how effectively it delivers online public services to citizens and entrepreneurs. In addition, it offers insight into Norway's digital progress compared to EU Member States and other Nordic countries.

In 2025, Norway scores 84 points for **Digital Public Services for Citizens** (ranking #12 in Europe) and 81 points for **Digital Public Services for Businesses** (ranking #20 in Europe). This contrasts with the EU27 averages, where the latter (86 points) outperforms the former (82 points). Compared to Nordic peer countries, Norway's score for Citizens only surpasses Denmark (80 points), while its score for Businesses trails significantly behind Finland (99 points), Sweden (90 points), and Denmark (88 points).

Looking at the indicators underlying the two KPIs of focus, Norway demonstrates a strong performance in **Online Availability** (99 points) between both citizen and business services, scoring above the EU average (96 points). In comparison to the Nordics, Norway scores just below Denmark (100 points), is level with Finland (99 points), but is ahead of Sweden (96 points). Norway scores an average of 67 points in **Cross-Border Online Availability**, 6 points below the EU27 average (73 points). Among the Nordic countries, Norway performs is level with Denmark (67 points) but significantly trails behind Sweden (81 points) and Finland (96 points). This pattern highlights a common trend among the Nordic countries and the EU: while domestic digital services are generally strong, cross-border accessibility varies widely.

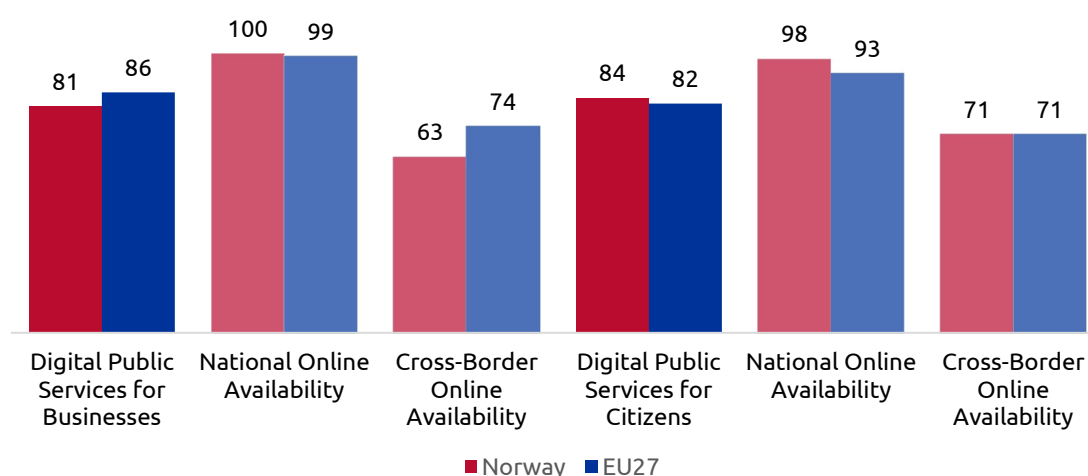


Figure 4. Digital Decade performance in Norway and the EU27

2.4. Historical trends: stable performance awaits Norway's breakthrough

The established history and annual recurrence of the eGovernment Benchmark provides valuable historical data, enabling both **year-on-year and long-term trend analysis**. However, in order to maintain a robust and relevant scope, the eGovernment Benchmark updates its methodology every four years, adjusting the services and indicators assessed. The 2024 reports concluded the end of a four-year methodological cycle, which led to a new framework being introduced in the 2025 report. These updates may introduce a break in the series, which slightly



convolutes comparisons over longer periods and may result in atypical increases or decreases that reflect methodological changes rather than actual performance shifts.

Furthermore, when comparing historical data in the eGovernment Benchmark, we maintain two considerations. First, we prioritize **metrics that have remained methodologically consistent** throughout the years, including the most recent data collection. These include Online Availability, Mobile Friendliness, User Support, Transparency of Service Delivery, Transparency of Personal Data, Transparency of Service Design, Electronic Identification (eID), Pre-Filled Forms, Cross-Border Online Availability, Cross-Border User Support, and Cross-Border Electronic Identification (Cross-Border eID). Second, we **minimize the time gap** between the year before and the year after a methodological update to reduce the impact of structural breaks in the data. Therefore, we will examine Norway's progress in comparison to the EU and the Nordic countries by focusing on two key periods: (1) the most recent year following the methodological update (2024) versus the last year before the update (2023), and (2) the longer-term change from 2021 to 2023 within the framework of the previous methodological cycle (2021-2023). This dual comparison allows us to assess both short-term shifts due to methodological changes and broader trends in digital public service performance.

Developments from 2021 to 2023 (old methodology)

Between the 2020/2021 and 2022/2023 assessments, the most improved indicator in Norway was the **Transparency of Service Design** indicator, with a 17 point increase to acquire 75 points. This is the biggest increase on this indicator for any Nordic country of focus and among the EU27. This indicator measures the extent to which users are informed on and involved in policy and service design processes. The second most improved indicator is **Cross-border User Support** (+7 points), which measures the extent to which online support, help features, and feedback mechanisms are available for users from other countries. Lastly **Pre-filled Forms** (+6 points) saw the third most notable increase across three assessments. This indicator measures the extent to which Authentic Sources, base registries used by governments to automatically validate or fetch data relating to citizens or businesses, can be used during the service process.

Three indicators are also noteworthy for experienced no improvements between 2020/2021 and 2022/2023 assessments. This includes **Mobile Friendliness**, which measures the extent to which services are provided through a mobile-friendly interface, an interface that is responsive to the mobile device. In addition, **Transparency of Personal Data**, which measures the extent to which user can manage their personal data held by government organizations, saw no improvements. This indicator saw a minimum 3 point increase in all measured Nordic countries as well as the EU average between 2020/2021 and 2022/2023. Lastly **Cross-border eID**, which measures the extent to which electronic Identification (eID) can be used during service processes by users from other European countries, also did not improve at all between 3 assessments. Only Denmark shared a lack of improvement on this indicator, whereas Sweden (+30 points), Finland (+15 points), and the EU27 (+6 points), all saw notable improvements.

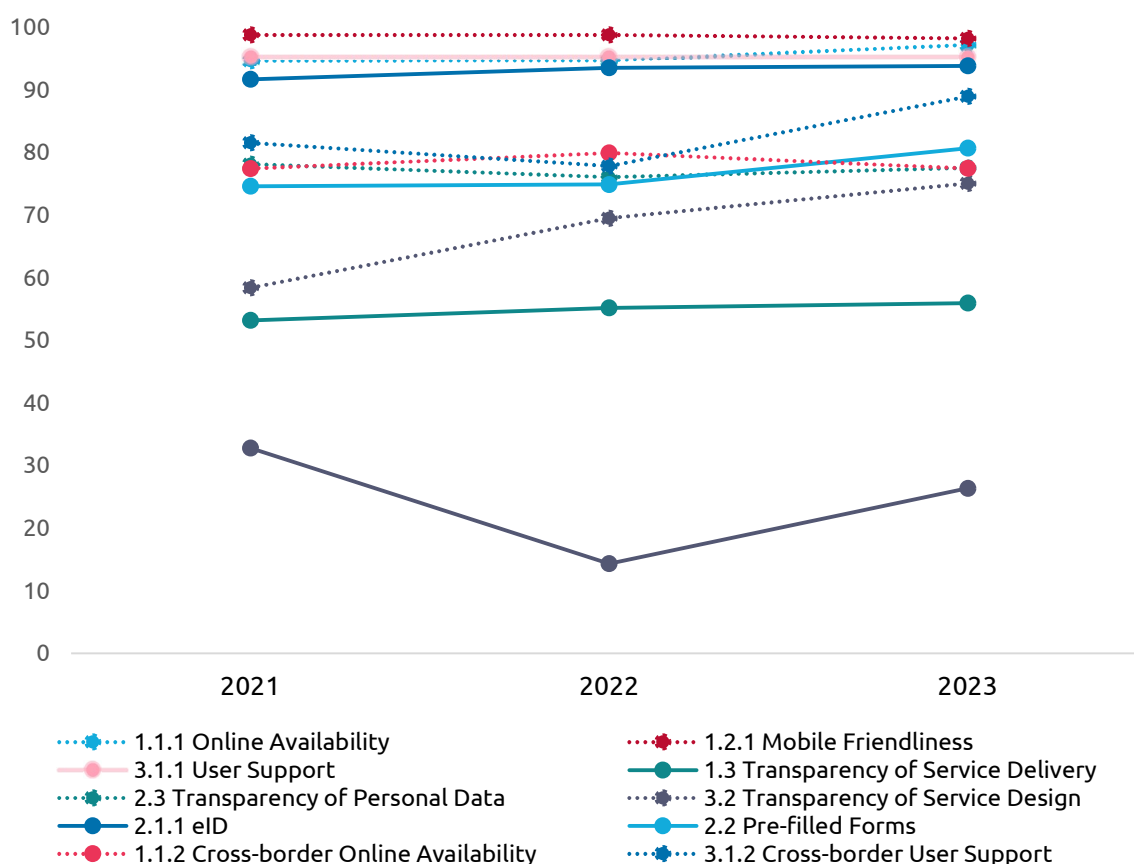


Figure 5. Historical eGovernment indicators Norway (2021-2023)

Developments from 2023 (old methodology) to 2024 (new methodology)

After the methodological update of 2024 several changes occurred which have been previously noted. Norway experienced strong gains in the **Pre-filled Forms** (+11 points) after the methodological update, making it the best performer (92 points) in this domain when compared to other Nordic countries of focus and the EU27. In contrast, only four indicators experienced declines, with three of them being considerably large.

The biggest decrease is the **Cross-Border Online Availability** (-11 points), which is similarly experienced by Denmark (-8 points) and Sweden (-12 points). This indicator measures the extent to which informational and transactional services and information concerning these services is provided online for users from other European countries. The most significant score decreases for this indicator were seen in services under the Regular Business Operations, Family, and Studying life events. One contributing factor is the reclassification of certain services as cross-border relevant due to alignment with the Single Digital Gateway Regulation (SDGR). For example, the service 3.2 Obtain Birth Certificate is now measured for cross-border users, whereas it was not last year. After the assessment this new cross-border service was deemed not accessible for cross-border users, which negatively affected the overall score for the Family life event. Similarly, the newly introduced service 7.2 Report the termination of business activity", under the Regular Business Operations life event, received a low score due to the unavailability of the service online for cross-border entrepreneurs. Another factor is the presence of cross-border services that were previously marked as accessible to foreign users, but in this year's assessment were corrected. Such corrections, based on thorough validation of false positives, can have a downward impact on scores. This issue was particularly evident in Regular Business Operations (seven instances) and Studying (two instances).

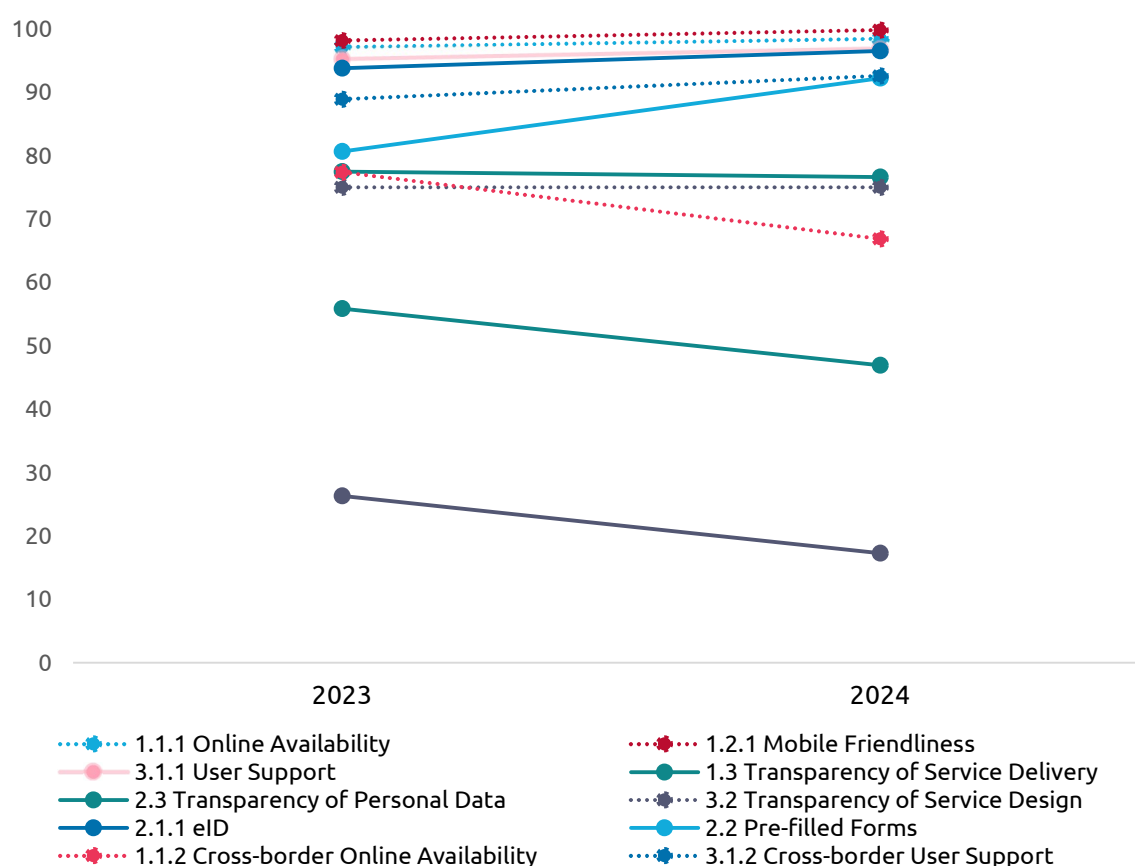


Figure 6. Historical eGovernment indicators Norway (2023-2024)

Due to similar causes, **Cross-Border eID** (-9 points) experienced a notable decrease. However, this is exclusive to Norway when compared to their Nordic peers and the EU27. In fact, Finland experienced a substantial 24 point increase in their Cross-Border eID score between the 2023 study and 2024, while the EU27 experienced a 9 point increase. The most significant score decreases for this indicator were seen in services under the Family and Transport life event. Similar to Cross-border Online Availability this is due to the incorporation of the new cross-border service 3.2 Obtain Birth Certificate, which does not have cross-border eID capabilities present in Norway. Additionally, in the Transport life event, four services were identified as false positives and corrected, specifically regarding whether they allowed access using a national eID for cross-border users

Lastly, **Transparency of Service Delivery** saw a 9 point decrease, which is similarly experienced by Denmark (-9 points) and Finland (-12 points). Again, a key reason for these decreases is the methodological change. In the 2024 methodological update, the Transparency of Service Delivery indicator was streamlined from nine to three questions, all of which were carried over from the previous methodology. While the responses to these three questions remained unchanged from the previous assessment for the Regular Business Operations and Business Start-Up life event services, the removal of six additional questions, many of which had received positive scores, led to a lower overall average. Since the indicator score is calculated as the mean of all question scores, this change resulted in a lower overall score for these life events. Also, the inclusion of services related to the Single Digital Gateway Regulation (SDGR) negatively impacted the scores for the Regular Business Operations and Business Start-up life events.



3. eGovernment performance

The eGovernment Benchmark consists of **three key dimensions**: Online Service Delivery, Interoperability Signifiers, and *User Friendly Portals*. Each key dimension is the aggregation of multiple indicators. Each indicator is in its turn composed by multiple questions. This means, from the most abstract layer to the most specific layer:

- Key dimensions: the overarching metric relating to eGovernment policy priorities. Online Service Delivery, Interoperability Signifiers, and User Friendly Portals.
- Indicators: the aggregation of questions and sub-indicators into comprehensive indicators. For example: Online availability (1 of the 5 indicators from the key dimension Online Service Delivery).
- Questions and sub-indicators: average scores resulting from the questions asked in the questionnaire. For example: A1 Is information about the service available online? (1 of the 3 questions part of the indicator Online availability).

3.1. Online Service Delivery: Assisting users, anytime, anywhere

The *Online Service Delivery* dimension measures the availability and successful delivery of public services online across various user contexts (e.g., national, cross-border, and mobile). It also assesses the transparency of these services, including clarity on delivery timelines and expected outcomes. In 2025, Norway scores 80 points on the **Online Service Delivery dimension**, which is only 1 point lower than the EU27 average (81 points). Compared to the Nordics, although Denmark (80 points) scores equally to Norway, while Finland (91 points) and Sweden (85 points) achieve higher scores. Five indicators underly the Online Service Delivery key dimension.

The **Online Availability** and **Cross-border Online Availability** indicators comprise two Digital Decade KPIs which have been discussed in Chapter 2 (section 2.3). Norwegians can obtain almost all government services online, without printing any paperwork or visiting a government office. In fact, Norway scores 98 points on the Online Availability indicator, performing better than the EU27 average (93 points). Norway scores 71 points in Cross-Border Online Availability, matching the EU27 average precisely. Therefore, European citizens that need to obtain government services in order for them to study, work or live in Norway may require offline procedures in some cases.

Good practice (Estonia, Finland, Latvia and Lithuania): Cross-border population registers

The population registers of Estonia, Finland, Latvia and Lithuania interchange data so that citizens only have to register once. Residents' registration and residence data is being updated in Estonian Population Register. There are approximately 10,000 entries that are updated in Estonian Population Register with this data exchange each year. Data of vital events, such as data of births, marriages etc. is also being exchanged between Estonia, Latvia and Lithuania. The data is being updated on a monthly basis and in some cases on a weekly basis. It is foreseen, that the data exchange of vital events between Estonia and Finland will be set up soon. By harmonizing data exchange procedures, citizens that live in one of the participating countries but work in another no longer need to make registrations in two countries, lowering overall administrative burden.

More information: <https://www.rahvastikuregister.ee/>



It should be noted that most of the online government services require users to actively obtain the service, for instance by filling in an online form. In Norway, seven **services are provided proactively**, one more than the average for the EU27 Member States. For example, parents do not have to apply for child allowance themselves. These fees are automatically granted for all eligible families. The Nordic countries do not lead in providing proactive services. Denmark, Sweden and Finland provide respectively seven, six and three proactive services. To illustrate: Austria handles more than twice as many services fully automatically (16 out of 98 services).

Two of the five indicators under this key dimension assess the accessibility and usability of public services via mobile devices. Specifically, *Mobile Friendliness* measures the extent to which government websites are optimized for smartphones, ensuring a user-friendly experience. *Mobile Online Availability* evaluates whether users can not only access but also complete public services entirely through mobile platforms. Norway acquires a perfect 100 points on both the **Mobile Friendliness** and **Mobile Online Availability** indicators, meaning that its public services are not only fully accessible via mobile devices but also designed to offer a seamless and complete user journey from start to finish. These scores exceed the EU27 average, which acquires 96 points for Mobile Friendliness and 85 points for Mobile Online Availability. Mobile Friendliness is the only area where other Nordic countries nearly match Norway, all scoring 99 or above. However, Norway demonstrates a more pronounced lead in Mobile Online Availability, surpassing Sweden (96 points), Finland (95 points), and Denmark (88 points).

Good practice (Norway): Integrated Digital Access to Welfare Services

NAV.no is Norway's central digital gateway to public welfare. It is widely regarded as one of Europe's most advanced digital platforms in this space. Whether applying for unemployment benefits, sick leave compensation, parental leave, disability support, or social assistance, citizens can do it all online. Seamlessly, securely, and tailored to their personal situation. The ambition behind NAV.no is clear: to make accessing welfare as intuitive as using online banking. And it delivers. As of 2024, more than 90% of interactions are handled digitally, with most applications processed through fully automated decision-making. Users receive real-time updates, digital confirmations, and can track their cases through a personalized "Your NAV" portal. With a 94% satisfaction rate for automated decisions, NAV.no stands as a benchmark for user-centric digital government. Continuous testing, cross-functional teams, and deep integration with national registries like Altinn and ID-porten have been key to success, ensuring services remain accessible, secure, and constantly evolving.

More information: <https://www.nav.no/>

Lastly, Norway scores 47 points on the **Transparency of Service Delivery** indicator, which reflects Norwegian service process and user expectations are most often not communicated clearly. Notably, this score falls particularly short of the EU27 average (60 points). Among the Nordic countries of focus, Finland (44 points) is the only one with a similarly low score. In contrast, Sweden and Denmark perform significantly better, with scores of 60 and 65 points respectively. Furthermore, in 2025 a clear divide exists in transparency performance of government services in the Nordics.

3.2. Interoperability Signifiers: Uplifting user journeys with key building blocks

Interoperability Signifiers measure how well different parts of government work together to make online services easier and more efficient for people and businesses. This entails measuring the presence of various functionalities that make accessing public services seamless for citizens



and cost efficient for governments. Norway scores 69 points on this dimension in 2025, narrowly surpassing the EU27 average of 67 points. However, compared to the Nordics, Norway scores slightly lower than Sweden (71 points) and Denmark (72 points), while substantially lower than Finland (86 points). Eight indicators underly the Interoperability Signifiers key dimension.

Two indicators, **electronic identification (eID)** and **Cross-border eID**, assess the extent which digital identification methods (e.g., smartcards, usernames and passwords, or government issued digital IDs) are supported and integrated into public service delivery for national and cross-border users. A substantial 80-point gap exists between the score of eID (97 points) and Cross-border eID (17 points), highlighting significant disparities in the availability of eID for domestic versus cross-border services, which is also reflected in the EU27 average and the Nordic countries of focus. Norway outperforms the EU27 average on national eID (83 points) by a solid margin, however, underperforms substantially on cross-border eID (42 points). Compared to the Nordics, Norway's eID score is comparable to its Nordic peers, all of whom score above 90 points, displaying a strong regional performance in national eID systems. In contrast, Norway ranks the lowest among the Nordics for Cross-border eID, with Finland as the standout performer (82 points), while Sweden and Denmark score 43 points and 22 points respectively. It should be noted that the digital identity markets in the Nordic countries are different, in terms of technological solutions, public and private sector governing mechanisms, brokers, transaction fees and Norway having lower regulatory levels than its peers.⁸

Good practice (Norway): Making it easier to interact with the public sector

Altinn.no is Norway's national platform for digital interaction between citizens, businesses, and government, a cornerstone in the country's strategy for seamless public service delivery. Whether you're submitting tax forms, updating company information, receiving messages from NAV or Brønnøysundregistrene, or authorizing access to others, Altinn offers a unified portal to handle it all. Designed and managed by the Norwegian Digitalization Agency (Digdir), Altinn enables over 70 government agencies to provide their services through one shared infrastructure. Users log in once, typically via ID-porten, and can access a wide range of services without needing to navigate different websites or platforms. This reflects a high degree of interoperability and standardization across the public sector. As of 2024, nearly all reporting processes for businesses and a large portion of individual submissions are fully digital. The platform supports D-number access for foreign users, offers flexible delegation of rights for enterprises, and maintains a high level of legal and semantic coordination across agencies. Personalized dashboards give users access to their forms, roles, messages, and task history. Altinn continues to evolve. The ongoing rollout of Altinn 3 supports modular, reusable components for service developers, and lays the foundation for more mobile-friendly, user-centric experiences. While the interface has faced criticism for complexity in certain areas, especially for first-time users or small businesses, the platform remains one of the most interoperable and functionally integrated in Europe's digital public sector.

More information: <https://info.altinn.no/hjelp/innlogging/>

The **Pre-filled Forms** indicator evaluates the use of government-held data to streamline online services by automatically completing forms. Norway performs strongly in this area, scoring 92 points in 2025, which is 21 points higher than the EU27 average (71 points). Among the Nordic countries, only Finland matches Norway's performance with 92 points. Denmark follows closely with 91 points, while Sweden scores slightly lower at 88 points. In 2025, Norway scores 77 points on the Transparency of Personal Data indicator, which measures the extent to which users can

⁸ <https://www.signicat.com/the-state-of-digital-identity-in-the-nordics-2024>



access and manage the personal data held about them by government organizations. This score is slightly below the EU27 average of 78 points. Among the Nordic countries, Denmark records the highest score with 90 points, followed by Finland (75 points), and Sweden (72 points). This places Norway among the top performers of personal data transparency in the region.

Good practice (Finland and Sweden): Digital power of attorney in Finland and Sweden

Suomi.fi e-Authorizations make it possible in Finland to act on behalf of other natural persons, companies, associations or other organizations. A mandate is an electronic power of attorney. Over 20 million digital mandates have been created by citizens and companies in the Suomi.fi-national portal so far. Similarly, Sweden has implemented a national infrastructure for a standardized and secure handling of digital powers of attorneys called Mina ombud. This provides for the option to give representation via powers of attorney and in Sweden there are different legal ways to represent via e.g., roles of caregivers or trustees. Besides substantial time and cost savings compared to paper-based transactions, digital authorizations help to include and represent persons who cannot use digital services themselves.

More information: www.suomi.fi/instructions-and-support/e-authorizations/what-is-suomifi-e-authorizations and <https://minaombud.se/>

In 2024, the eGovernment Benchmark aligned its methodology with the **EU Single Digital Gateway Regulation (SDGR)** by mapping services to these procedures and integrating the new indicators. This allows for a more targeted assessment of how Member States are implementing the regulation and progressing toward the Digital Decade goals. Four indicators (Delivery of Output, Cross-border Delivery of Output, Cross-border ePayments and Once Only Technical System) within the Interoperability Signifiers dimension are directly related to the Single Digital Gateway Regulation (SDGR).

The **Delivery of Output** assesses whether users receive an acknowledgement of receipt of the service request, delivery of the service output and a notification of the completion of the procedure. This indicator is only evaluated for the services that correspond to the procedures described in Annex 2 of the Single Digital Gateway Regulation. In 2025, Norway acquires a score of 93 points, which is 18 points higher than the EU27 average. Compared to the Nordics, Norway's score places it just behind Denmark (93 points) and slightly ahead of Finland (91 points), reflecting strong alignment in delivery of output capabilities. Sweden, however, trails significantly with 58 points, indicating a substantial gap compared to their peers in the Nordics.

In terms of **Cross-border delivery of output**, Norway scores 42 points, which is below the EU27 average of 51 points. Among the Nordics, Finland leads with 93 points, followed by Sweden (50 points). Notably, Denmark scores just 4 points, highlighting a stark contrast in cross-border service accessibility within the region.

The **Cross-border ePayments** indicator measures to what extent users are able to pay any fees online through widely available cross-border payment services. In 2025, Norway scores 67 points, well below the EU27 average of 81. While it matches Denmark's performance, it significantly lags behind Finland and Sweden, both of which achieved perfect scores of 100 points.

The availability of the **Once Only Technical System (OOTS)** is assessed exclusively for services under the Single Digital Gateway Regulation (SDGR), which applies to EU Member States as well as the European Economic Area (EEA) countries Norway, Iceland and Liechtenstein. The evaluation first checks whether documentation is required for a procedure, and then whether those documents can be submitted via OOTS. This approach not only reflects the current state



of implementation across Europe but also highlights areas with the greatest potential for improvement in digital public services. In 2025, Norway received a score of 0 points, indicating no instances where citizens or entrepreneurs could automatically retrieve required documents from trusted sources in other countries. However, this result is consistent across the EU, where all Member States also scored 0. OOTS implementation is still in its infancy. The Nordic Cross Border Digital Services (CBDS) Programme has been testing, co-developing and proofing multiple concepts as to implement the Once Only Technical System (OOTS) in the coming time.⁹

3.3. User Friendly Portals: Putting the user at the heart of digital government

The **User Friendly Portals** key dimension assesses how effectively public service portals support users throughout their digital journey. It focuses on whether portals are easy to find, fast, secure, accessible, and offer clear support. This includes help features for both domestic and cross-border users, and reflect how well portals serve as intuitive, inclusive, and reliable gateways to digital public services. In 2025, Norway acquires a high score of 88 points, demonstrating strong performance in providing user-oriented digital public services through well-designed portals. In fact, this is substantially higher than the EU27 average, which acquires a score of 76 points in 2025. Among the Nordic countries of focus, Norway emerges as the second-best performer with 88 points, positioned between Finland (92 points) and Denmark (84 points). Sweden follows in fourth place with a score of 75 points. Seven indicators underly the User-Friendly Portals key dimension.

Two indicators, **User Support** and **Cross-border User Support**, assess the extent to which online support, help features, and feedback mechanisms are available for national and cross-border users. Among all cross-border features assessed for Norway, cross-border user support stands out with 93 points, just 4 points below its national counterpart (97 points). While it still underperforms, the gap is relatively small compared to the general trend, where cross-border services typically show much larger disparities from their national equivalents. Compared to the EU27, Norway matches the average score for national user support and significantly outperforms the EU average for cross-border user support (81 points). Compared to other Nordic countries, Norway's user support scores are among the highest. It matches Sweden with 97 points for national user support and is just behind Finland, which leads with a perfect 100. Denmark follows with 92 points. For cross-border user support, Norway stands out with 93 points, second only to Finland's 100 points, and well ahead of Denmark (85 points) and Sweden (44 points). This positions Norway as one of the strongest performers in ensuring consistent support for both domestic and cross-border users.

⁹ <https://www.digdir.no/internasjonalt-arbeid/cross-border-digital-services-cbds-programme/5019>



Good practice (Denmark): Mit Overblik (My Overview)

Mit Overblik (My Overview) provides each resident a personal site on the National Citizen Portal, borger.dk. Residents log in using the Danish national eID, MitID, to access some of the key information held by public authorities, all conveniently gathered in one place. Mit Overblik offers citizens a personalized site with access to a comprehensive overview of relevant self-services, Digital Post (the Danish public sector's Digital Post platform), tax information, outstanding debt to public authorities, student grants, housing, status on benefits and applications with the public authorities, upcoming agreements, deadlines and more. Mit Overblik enhances digital service by making it more user-friendly, transparent, and coherent across the Danish public sector. With an average of 600,000 visits per month, Mit Overblik allows residents to access their personal data from 12 different national authorities and all 98 municipalities. The indirect benefits of Mit Overblik include fewer support calls, reduced no-show rates for scheduled government appointments, greater transparency in application processes, and easier access to documentation.

More information: <https://en.digst.dk/digital-services/borgerdk-nationalcitizen-portal/my-overview/>

In 2025, Norway scores 75 points on the **Transparency of Service Design** indicator, 4 points above the EU27 average (71 points). This reflects the extent to which users in Norway are not only informed about, but also actively involved in, the design of public services and related policies. In the Nordics, Finland leads with a strong score of 94 points, followed by Denmark with 81 points, indicating solid efforts to involve users in service and policy design. Sweden, with 67 points, shows more limited engagement. Furthermore, Norway ranks third, positioned between Denmark and Sweden, suggesting moderate but improvable transparency in its public service design process. As one of the most improved indicators between the 2020/2021 and 2022/2023 assessments, Transparency of Service Design has had a good momentum to further improve and match the performance of the other Nordic countries.

The User Friendly Portals key dimension also evaluates four key areas for online services through web portals, using automated tools. This includes the indicators: Accessibility Foundations, Speed and Performance, Cyber-Security, and Findability.

Norway demonstrates a strong performance in **Accessibility Foundations**, scoring 86 points, which is well above the EU27 average of 48 points and underscores its commitment to inclusive digital services. Among the Nordic countries, Norway outperforms Denmark with 76 points and Finland with 69 points, while trailing slightly behind Sweden, which leads with 94 points.

Good practice (Norway): The National Digital Gateway to Health Services

Helsenorge.no is Norway's official health portal, designed to put control in the hands of citizens by giving them secure, personalized access to their own health data and services. Whether checking prescriptions, viewing hospital records, messaging your GP, or managing healthcare for your child, the platform makes it possible to handle everything in one place. By the end of 2024, over 5.4 million Norwegians had active user profiles on Helsenorge, nearly the entire population. Of these, 90 % used the service for themselves, while 10% acted on behalf of others, often their children or those they hold power of attorney for. In the same year, users sent 3.8 million digital messages to general practitioners via Helsenorge, a sharp increase from 3.2 million in 2023. This reflects the platform's growing role in everyday healthcare, helping reduce waiting times, lighten the administrative load, and increase flexibility for both patients and providers. Helsenorge's success lies in its trusted, user-centric design: clear language, layered consents, and full integration with ID-porten and national health registries. Whether it's through desktop or mobile, citizens can manage health in their own time, safely and efficiently.

More information: <https://www.helsenorge.no/>



For **Speed and Performance**, which assesses how quickly and efficiently websites load and respond, Norway leads with a score of 95 points, outperforming the EU27 average of 76 points and also surpassing all Nordic peers: Denmark (89 points), Finland (81 points), and Sweden (93 points). Moreover, Norway is well positioned as a regional leader in website speed and performance.

The **Cyber-Security** indicator evaluates government websites on 13 cybersecurity criteria using basic tests from Internet.nl and Mozilla Observatory to provide an initial assessment of website security.¹⁰ Norway leads in Web security with a score of 64 points, significantly higher than the EU27 average of 42 points. Compared to the Nordics, Norway scores ahead of Denmark (52 points), Finland (47 points), and Sweden (57 points), reflecting a more mature approach to safeguarding digital interactions in the region.

In **Findability**, which measures how easily users can locate government services online using SEO tools, Norway scores 56 points, slightly below the EU27 average of 60 points. Compared to the Nordic countries, Norway performs on par with Finland and Sweden, both scoring 56 points, and slightly ahead of Denmark, which scores 53 points. While performing relatively well regionally, Norway's government websites are slightly harder to find through search engines compared to those of EU Member States, which may lead to users spending more time searching for services or missing them altogether.

Good practice (Sweden): Svea, the Shared Digital Assistant for the Public Sector

In Sweden, civil servants were facing a common challenge: too much time spent on repetitive, text-heavy tasks like document analysis and editing. The growing administrative burden was slowing down services and stretching already limited resources. That's when the idea of *Svea* was born. Coordinated by AI Sweden, Svea is a collaborative initiative involving over 50 municipalities, regions, and national agencies. The vision? A shared, AI-powered assistant designed to lighten the load for public sector employees – helping with everything from drafting documents to classifying content and supporting decisions. Built on open-source technology and Swedish infrastructure, Svea is model-agnostic and legally robust, making it safe and adaptable for a wide range of public organisations. The project is unfolding in three stages: first mapping needs and building a prototype (2024), then testing and scaling across institutions (2025–2026), and finally rolling it out long-term. Early results show that Svea improves efficiency, reduces duplicated efforts across agencies, and enhances the speed and consistency of public services. Behind the scenes, its success is powered by strong cross-sector collaboration, open architecture, and public funding from partners like Vinnova, Intel, and Airon. Benefits of the solution include significant efficiency gains in text-based administrative work, a shared solution reduces redundant investments in AI tools, improved public services through more consistent and timely responses and strong focus on interoperability and reuse across sectors. It is also fully legally compliant, aligned with GDPR and Swedish public law.

More information: <https://www.ai.se/en/project/shared-digital-assistant-public-sector>

¹⁰ See the Method paper for full descriptions of all 13 cybersecurity criteria measured.



4. Trends across public sectors

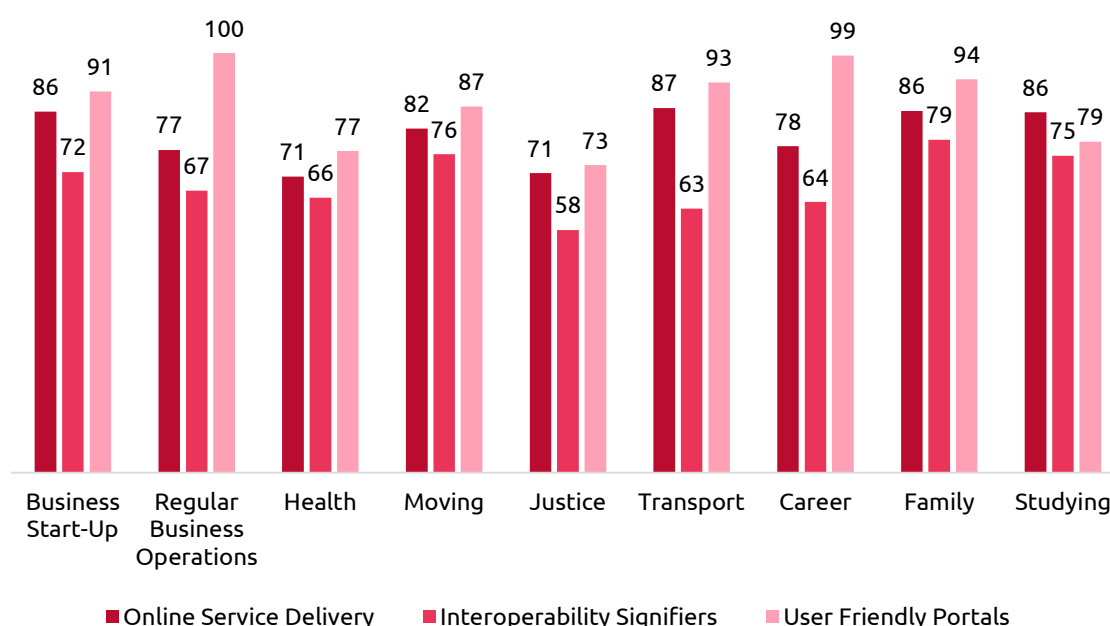


Figure 7. eGovernment key dimension scores for Norway's nine life events

4.1. Business life events: Digitally enabling entrepreneurs

Of the two business-related life events, *Business Start-up* is the highest scoring with an overall score of 81 points. The key dimensions of Online Service Delivery (86 points) and User Friendly Portals (91 points), both score higher than the Norwegian averages (80 points and 88 points, respectively). The most room for improvement within this life event sits within the key dimension of Interoperability Signifiers with 72 points, although this still scores higher than the Norwegian average at 69 points. A specific point of improvement can be made regarding the *Cross-border ePayments* indicator, currently scoring 0 points. By integrating a method of payment into the service *Register company for the first time* that can be accessed by international entrepreneurs, the Interoperability Signifiers score can be improved.

Regular Business Operations scores, with 77 points, overall higher than the Norwegian average. This can be attributed solely to the high score in the User Friendly Portals key dimension, scoring all 100 points. The other two key dimensions both score lower than the Norwegian average, with Online Service Delivery reaching 77 points and Interoperability Signifiers reaching 67 points. For the first of these two key dimensions, most improvements can be made in the indicators of *Transparency of Service Delivery* and *Cross-border Online Availability*. The latter can be improved by providing alternative methods of authentication, as the Norwegian Tax Administration often requires the national eID for login.

4.2. Citizen life events: Serving parents, (un)employed and students online

The *Health* life event scores lower than the Norwegian average on all key dimensions, and thus its overall score. The key dimension of User Friendly Portals scores highest with 77 points, followed by Online Service Delivery with 71 points, and lastly Interoperability Signifiers with 66



points. Among all nine life events, the *Health* domain has the lowest score in the Online Service Delivery key dimension. Especially *Transparency of Service Delivery* can be improved significantly with an average score of 13 points across the life event. By providing insights to citizens regarding expected process times, estimated delivery timelines, and the maximum time limits on delivery, the Transactional services within this life event can be improved. The four services *Register and (re)schedule appointment at the hospital*, *Apply for e-consults with a hospital doctor (tele-consultation)*, *Obtain e-prescription from a hospital doctor*, and *Apply for electronic health records* are missing all three of these elements.

Good practice (Denmark): Digital Health Card

Since May 2025, all Danes of 15 years of age and older can refuse to receive a new plastic health card and instead use their health card via a mobile app. An administrative change makes it possible to opt out for the plastic health card and solely use the digital equivalent. In 2024, almost 2 million plastic health cards were sent to citizens, for example when they moved places, changed their name or changed doctors. Production and shipping costs are saved, as the health card in the app is automatically updated in case of changes. The app already has 2.8 million Danish users.

More information: <https://digst.dk/nyheder/nyhedsarkiv/2025/mai/nu-kan-du-takke-nej-til-et-sundhedskort-af-plastik/>

With an overall score of 81 points, the *Moving* life event ranks 2nd among the seven citizen-related life events. The Online Service Delivery key dimension, with 82 points, scores higher than the Norwegian average. And the Interoperability Signifiers key dimension, with 76 points, also scores higher than the Norwegian average. Only the key dimension User Friendly Portals scores slightly below the Norwegian average, with 87 points. Improvements in this key dimension for *Moving* services can be made on the *Accessibility Foundations* indicator, scoring 68 points, which is 19 points below the Norwegian average. The service *Monitor the availability of local facilities* is provided by local governments and three out of the ten monitored municipalities do not meet the eight selected Accessibility criteria.

Good practice (Norway): Digital transformation of address change processes for foreign nationals

Norway's public sector continues to evolve toward more seamless, life event-based services. A clear example is the digital transformation of address change processes for foreign nationals. In July 2024, the Norwegian Tax Administration launched new digital solutions that allow people moving to or from Norway to report their change of address online via skatteetaten.no/flytte. This replaced the previous paper-based process for foreign citizens and D-number holders, marking a shift toward more inclusive digital services. The platform provides tailored guidance based on the user's situation, whether they're moving in or out of the country. New arrivals still need to attend an in-person ID check, but the digital process ensures they arrive better informed and fully prepared. Once a move is registered, the new address is automatically shared with other key actors, NAV, health services, municipalities, banks, and even Posten, demonstrating high interoperability across sectors. The service is free, mobile-friendly, and accessible to anyone with electronic ID. The results speak for themselves: the number of outbound move notifications rose by 44% after the digital solution launched, highlighting how improved usability increases compliance and data quality.

More information: <https://www.skatteetaten.no/person/folkeregister/flytte/>

The *Justice* life event is the lowest scoring on its overall performance, with 66 points. This domain has the lowest score for both the key dimensions of Interoperability Signifiers (58



points) and User Friendly Portals (73 points). In terms of Online Service Delivery (71 points), the life event also sits far below the Norwegian average. Developments in this life event can be made throughout various indicators. For the services *Submit small claims procedure* and *Submit evidence/supporting documents*, authentication is required yet lacking for cross-border users. The *Transparency of Personal Data* indicator can be improved significantly, currently scoring just 31 points, by providing users of *Justice* portals access to their personal data online, the option to correct their data, and insight into whether their data has been shared with third parties.

Scoring 78 points, the *Transport* life event sits just above the Norwegian average. Online Service Delivery outperforms the Norwegian average with an 87-point score, and User Friendly Portals outperforms the Norwegian average with a 93-point score. The key dimensions of Interoperability Signifiers scores, with a 63-point score, lower than the Norwegian average. This score can be improved most by integrating the national eID as authentication method for the services *Obtain a parking permit*, *Obtain permit for toll roads or vignettes*, *Obtain public transport ticket*, and *Appeal and claim a ticket refund*. For the first two (toll road & parking permit) of these services, auto-completion of the required online form is lacking. By pre-filling user data from a base registry, the *Pre-filled Forms* indicator can be improved for the *Transport* life event.

With a marginal difference, the *Career* life event scores overall 77 points, just below the Norwegian average. The best performing key dimension is User Friendly Portals, scoring 99 points. On the other hand, Online Service Delivery (78 points) sits 2 points below the Norwegian average, whereas Interoperability Signifiers (64 points) sits 5 points below the Norwegian average. Much room for improvement for *Career* services is found in the *Cross-border eID* indicator, as it scores 0 points. For the services *Registering as unemployed*, *Apply for unemployment benefits*, *Appeal against decision when unemployment benefits are not granted*, *Submit evidence that proves you are looking for work*, *Register circumstances that impede you from looking for work*, *Register employment to stop unemployment benefits*, *Declare personal income taxes*, and *Apply for state pension* authentication is required through a national eID system, yet lacking for cross-border users. Future developments made by the Norwegian Labor and Welfare Administration will also improve the *Cross-border Online Availability* indicator score for the *Career* life event.

The *Family* life event is the highest scoring life event serving citizens, with an overall score of 85 points. All its key dimensions outperform the Norwegian average, with User Friendly Portals at 94 points, Online Service Delivery at 86 points, and Interoperability Signifiers at 79 points. Although most indicators outperform the Norwegian average, *Cross-border Delivery of Output* scores 0 points. To improve on this indicator, the output of the service *Obtain birth certificate* must be digitized. This can be done by providing the user with an acknowledgement of receipt upon completing the digital process, delivering the birth certificate in a digital format, and sending a notification upon completion of the full service.



Good practice (Finland): Automated death registration of a close family member

Each year, about 60,000 people die in Finland, affecting close family members. Managing the administrative affairs of a deceased person is often a long and burdensome process. It requires collecting a wide range of information as well as dealing with a variety of different authorities. The ecosystem around the topic includes dozens of actors and sectors. Based on a joint view on how to overcome these challenges and after several years of designing and planning an official government programme was launched by the Ministry of Finance in 2024. Automation and electronic handling of death registration is expected to reduce the administrative burden for close family members and leave more time for grief. At the same time, official processes are being simplified and manual work is being reduced.

More information: <https://dvv.fi/en/-/simplifying-the-services-used-by-estates-requires-cooperatio>

With an 80-point overall score, the *Studying* life event outperforms the Norwegian average and ranks as the 3 best performing life events for citizens. Two of its key dimensions outperform the Norwegian average, with Online Service Delivery at 86 points, and Interoperability Signifiers at 75 points. The key dimension of User Friendly Portals scores 9 points below the Norwegian average, with 79 points. The lowest performing indicator within this key dimension is the *Transparency of Service Design* (25 points), which measures the extent to which citizens are informed and invited to participate in service design processes as well as key policy processes. Providing such information and invitations on *Studying* portals will improve this indicator.



5. Key conclusions and recommendations

5.1. Conclusions: Frontrunning with modesty

Norway holds a **strong position in digital government** and stands out in several areas compared to the EU27. It obtained a stable top 10 position for more than five consecutive years, with a 13th rank in the current measurement, reaching 77 points for its overall eGovernment maturity.

In particular, Norway performs notably well in providing services for citizens and entrepreneurs that experience life events related to their **Family, Business Start-Up, and Moving**. Scores in these government domains are significantly above the EU average. Even in government areas where Norway shows weaker eGovernment, such as Health, Justice, and Career services, Norway still outperforms the EU average, reflecting a consistently high level of digital maturity. From a technological point of view, it manages to provide services that are compatible with **mobile devices**, offers high levels of **online user support** and is one of the leaders in **web accessibility** (part of the Online Service Delivery and User Friendly Portals dimensions).

At the same time, there is a clear need for improvement in **cross-border digital services**, where Norway lags behind its Nordic neighbors, especially Finland and Sweden. This relates to limited cross-border eID functionalities allowing foreign users to authenticate and is for instance due to partial cross-border delivery of output (part of the Interoperability Signifiers dimension). The EU27 Member States spotlight cross-border services within the Digital Decade Policy Programme. The two Key Performance Indicators (KPIs) related to digital government include cross-border performance. Consequently, Norway's challenges around cross-border service delivery are also apparent when comparing the Norwegian scores for these indicators. In 2025, Norway achieves 84 points for the *Digital Public Services for Citizens* indicator and 81 points for the *Digital Public Services for Businesses* indicator. This contrasts with the EU27 averages, where the online availability of public services for citizens is lower (82 points) than the online availability targeting entrepreneurs (86 points).

In summary, Norway can be seen as one of the digital frontrunners in the European context. Yet, there is still clear potential to strengthen multiple government sectors and uplift specific digital technologies in order to meet the needs of eGovernment users. The **scale and tempo** of government digitalization will determine whether Norway is outpaced by peers over time or whether the country can maintain and strengthen its international position in the coming years.

5.2. Recommendations: Today's steps for the digital Norway of the future

Based on the findings and insights of this study, the following recommendations can support the Norwegian Digitalization Agency (Digdir) and other national, regional and local stakeholders inside and outside government to strengthen the eGovernment landscape in Norway:

1. **Intensify cross-sector coordination and end-to-end service provision.** As expressed in the National Digitalization Strategy 2024–2030 “The Digital Norway of the Future” and highlighted during the Digitaliseringskonferansen 2025: Norway's digital government benefits from stronger governance and coordination of digitalization



across sectors.¹¹ Most eGovernment challenges are identical across different public sectors. Closer alignment will prevent reinventing the wheel multiple times. Government authorities providing services around the Family life event have shown that frictionless user journeys are possible, even when multiple service providers are involved. Importantly, more coherent user journeys and holistically designed digital services will improve service levels for citizens and businesses throughout. However, such coordination should not slow down innovation and introduction of leading initiatives in specific government domains. At the moment, Norway is an all-round performer, with stable scores across the board. In contrast to some EU countries, including Nordic peer countries, it misses a clear frontrunning public sector. Prioritizing one or multiple sectors could help to pioneer, flourish and serve as a spearhead for change and acceleration in other public sectors. Over the years, Norway's advanced position in Europe may have lowered urgency and slowed down innovation. Bigger performance jumps may require more radical breakthrough approaches, compared to gradual progress and more step-by-step implementation.

2. **Bridge the Norwegian and European digital government priorities.** Norway wants to create strong synergies between Norwegian and European digitalization policies.¹² Connecting the country with the rest of Europe requires a clear vision on the adoption and implementation of EU policies into the national context. Furthermore, both national and international users should be able to access the Norwegian digital government. At the moment, Europeans that want to study, work or live in Norway too often cannot obtain related government services online. Whereas Norway's peers manage to make digital services increasingly available and functional for foreign users, Norway has not yet reached similar cross-border service levels. Upscaling cross-border eIDs acceptance shapes an important precondition. Building on the Act on Electronic Trust Services (Lov om elektroniske tillitstjenester) and Norwegian implementation of Regulation (EU) 2024/1183 establishing the European Digital Identity Framework, Norway is expected to further build its cross-border eID capacity. The 2023 National Strategy for eID in the Public Sector from the Ministry of Local Government and Regional Development, as well as the accompanying Action Plan sets key foundations and concrete ways forward.¹³ Norway's leading role in the multi-country consortium on piloting payments in EU Digital Identity Wallet is also expected to support the internationalization journey.¹⁴ Apart from the economic and societal benefits, this allows the Norwegian government to exchange on digital policies more effectively and efficiently.
3. **Continue the path of user involvement and transparency, also when implementing emerging technologies.** Norway has made good progress in terms of usability and accessibility of public sector services. It should keep building on this. Meaning, to involve users early in the design of public digital services and be clear about how services are developed and how personal data is used, by whom, for what purposes. When users provide information only once and base registries are fully reuseable, Norway has the opportunity to provide more services proactively. When providing services

¹¹ <https://www.regjeringen.no/no/dokumenter/fremtidens-digitale-norge/id3054645/>;
<https://www.digdir.no/digitaliseringskonferansen/digitaliseringskonferansen-2025/6743>

¹² <https://www.regjeringen.no/no/dokumenter/fremtidens-digitale-norge/id3054645/>

¹³ https://www.regjeringen.no/contentassets/f3f51d0207f04296b8192636cf4a4521/h-2540_nasjonal-strategi-for-eid-i-offentlig-sektor.pdf; <https://www.digdir.no/digital-identitet/handlingsplan-nasjonal-strategi-eid-i-offentlig-sektor/5515>

¹⁴ <https://www.digdir.no/digital-identitet/digdir-lead-multi-country-consortium-piloting-payments-eu-digital-identity-wallet/3864>



automatically based on eligibility data checks, such transparency levels remain important. Equally, involving users and guiding them along when it comes to (Generative) AI, Cyber, (Sovereign) Cloud and other technological developments within government, trust levels are expected to be positively impacted, both with current as well as future generations of Norwegians using the digital government.

4. **Set and monitor clear Key Performance Indicators (KPIs) to operationalize overall strategic objectives.** The National Digitalization Strategy 2024–2030 “The Digital Norway of the Future” sets objectives for 2030 and paves the way for their realization. Measurement instruments such as the European Commission eGovernment Benchmark and OECD Digital Government Index can track against these goals. For instance, Norway wants to rank first among OECD countries in terms of public sector digitalization. Norway ranked fourth in the latest measurement of the OECD Digital Government Index in 2023. It should be noted though that its 0.77 score on a 0-1 scale is closer in absolute terms to rank 15 (Lithuania, 0.61) than rank 1 (Korea, 0.94).¹⁵ Still, obtaining a number one position in an international study may risk overlooking the actual progress and focus areas needed to get there. The overall strategic goals for Norway’s digital government could be operationalized further with more concrete key performance indicators. For instance, the target that “All government agencies use AI in their task solving” can be operationalized using the IT i praksis study and the eGovernment Benchmark indicator on User Support as an indicative metric (“In case there is a live support functionality available, is the live support functionality a chatbot, meaning that you are not talking to a government employee?” (part of User Friendly Portals)).¹⁶ Similar operationalization of digital government targets and using concrete Key Performance Indicators could avoid efforts spreading thin and provide a clear and measurable direction until 2030.

¹⁵ <https://goingdigital.oecd.org/indicator/58>

¹⁶ <https://www.digdir.no/rikets-digitale-tilstand/it-i-praksis/4849>



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