

Open source government services

**a guide for interested in development of
open source services in the field of Open
Government**

LDV Learning Partnership Project
C.A.S.E.S. WORK - Collaborative And Social Enterprises as a new model of economic activity and work opportunity





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„Open source government services a guide for interested in development of open source services in the field of Open Government”

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The project

C.A.S.E.S. WORK – Collaborative And Social Enterprises as a new model of economic activity and WORK opportunity is a partnership project involving different partners from 15 European countries.

This project is based on responding to the needs of the labour market and anticipates new skills that will be required in this new environment. The project intends to :

- investigate the world of social and collaborative enterprises throughout Europe, collecting good practices
- build innovative educational tools, in different languages, such as e-book guides for start-up activities providing relevant information, guidance, resources.

The approach to the realization of the project is dynamic and will create, using ICT, innovative educational tools for this new sector and new approach to entrepreneurship.

Building a new economy is possible by moving away from the outdated concept of outright ownership towards one where we share, barter, rent and swap assets that include not just consumables, but also our “time and space”.

The collaborative and social enterprises are a reality and, in contrast with other sectors, they are creating new job opportunities, for example: Cooperatives, Co-working, Crowd funding, Alternative energy production, Cooperative Transport Services/Schemes such as Bike-Sharing, Car-sharing, Fair trade, Open source government services.

These examples are heterogeneous and differ according to country and extensions (from local to global).

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Introduction

To whom is addressed the document/e-book

This document is addressed to the all interested in development of open source services in the field of Open Government.

We would like also to provide local communities with information and new ideas for a future and updated vision.

Objectives of the e-book

This eBook aim is to give learners the chance to acquire new skills, especially about social and civic competences, that could create new and different job opportunities.

The purpose of this eBook is to illustrate an Open Government strategy and to discover the possibilities and new opportunities in this sector that is designated to constant growth.

The idea will be promoted together within an European dimension.

The content of document/e-book

This guide is a tool, useful to educate, teach and give support useful both to private and public sector.

This e-book will explore what is an Open Government, Open Data, Open Source and opening government process and strategy across EU. This publication introduces a concept of an „open source city” and „smart city” as a future policy of smart living and finally smart governance.

You will find good practice examples and sources of further information.



Preface

Open Source it is a future of government.

An open source policy is an important step for governments to take.

In recent years, open source software projects, and, separately, cloud-based software-as-a-service have begun to significantly disrupt traditional technology vendor business models in government, making it easier and cheaper for governments to procure and implement the software solutions they need.

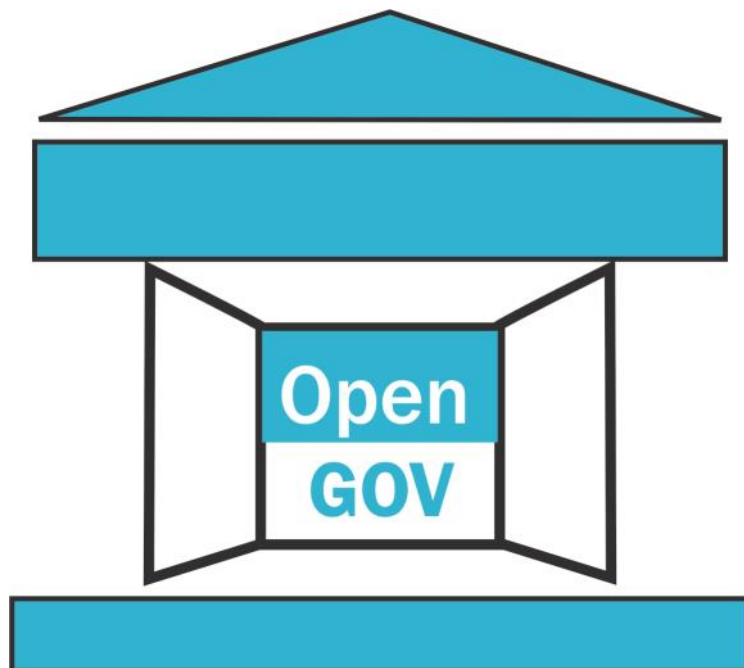
Governments, even those who've established excellent open technology policies, are still struggling to put those policies into practice.

„Our experience with government could be so much better. We have ideas on how to improve the communities we live in or fix a part of our government that isn't working correctly or efficiently. But do we have the tools, knowledge, time, information, or access needed to make these improvements?

Improving the citizen experience means that your interactions with government are more participatory and collaborative. And that starts with having a more transparent, open and inviting government."



Open Government





What is Open Government?

Open government (OG) is the governing doctrine which holds that citizens have the right to access the documents and proceedings of the government to allow for effective public oversight. have the right to access the documents and for effective public oversight.



There is a set of three key values of an open government definition: transparency, participation, collaboration.

Public Administration is committed to creating an unprecedented level of openness in Government. They should work together to ensure the public trust and establish a system of transparency, public participation, and collaboration.

What is Open Government?

Government should be transparent. Transparency promotes accountability and provides information for citizens about what their Government is doing.

Government should be participatory. Public engagement enhances the Government's effectiveness and improves the quality of its decisions. Knowledge is widely dispersed in society, and public officials benefit from having access to that dispersed knowledge.

Government should be collaborative. Collaboration actively engages citizens in the work of their Government. Executive departments and agencies should use innovative tools, methods, and systems to cooperate among themselves, across all levels of Government, and with non-profit organizations, businesses, and individuals in the private sector.

Transparency often allows citizens of a democracy to control their government, reducing government corruption, bribery and other malfeasance.

More governments become sustainably more transparent, more accountable, and more responsive to their own citizens, with the ultimate goal of improving the quality of governance, as well as the quality of services that citizens receive. This will require a shift in norms and culture to ensure genuine dialogue and collaboration between governments and civil society.

If you consider government as a platform, and add to it the technologies of cloud computing, social media, and many others, enhancing the citizen experience has a bright future. The combination of technologies and collaboration with citizens is often referred to as Gov 2.0.

What is Open Government?

Summarizing

Open government is a two-way dialog between citizens and government.
 Transparency + participation = accountability, effectiveness & efficiency.
 The central role of the citizen and unlimited access to the public sector data and information and sharing them through a new digital technologies (Internet) are the Open Government hallmarks.

Summarizing

Transparency + participation =
 accountability, effectiveness & efficiency.



What is Open Government?

Video

What can governments learn from the open-data revolution? In this stirring talk, Beth Noveck, the former deputy CTO at the White House, shares a vision of practical openness -- connecting bureaucracies to citizens, sharing data, creating a truly participatory democracy. Imagine the "writable society".

Useful links:

To know more about this issue visit:

Open Government Partnership

www.opengovpartnership.org



What is Open Data?

One of the best resources available to understand open data is the Open Data Handbook created by the Open Knowledge Foundation. Here's how they define open data:

Open data is data that can be freely used, reused, and redistributed by anyone – subject only, at most, to the requirement to attribute and share alike.



What is Open Data?

The full Open Definition gives precise details as to what this means. To summarize the most important:

Availability and Access: the data must be available as a whole and at no more than a reasonable reproduction cost, preferably by downloading over the Internet.

The data must also be available in a convenient and modifiable form.

Reuse and Redistribution: the data must be provided under terms that
permit reuse and redistribution
including the intermixing with other datasets.

Universal Participation: everyone must be able to use, reuse, and redistribute—there should be no discrimination against fields of endeavour or against persons or groups.

For example, ‘non-commercial’ restrictions that would prevent ‘commercial’ use, or restrictions of use for certain purposes (e.g. only in education), are not allowed.

What is Open Source?

„Most people are familiar with open source in the software context.

The Open Source Initiative (OSI), a non-profit that maintains one definition of open source and a list of approved licenses, says that

“open source doesn't just mean access to the source code.”

It then lists the criteria that open source software must adhere to.



Useful links:

To know more about this issue visit:

www.opensource.org

What is Open Source?

Computer programs are generally written in a human-readable format called “source code”. Source code is “open source” when the source code must be made available to anyone who wants to look at it and modify it. This allows programmers and developers the opportunity to review how the program is written and make any desired modifications, repairs, or enhancements.

Alternatively, a computer program where the source code is not made available is called “proprietary” or “closed” source. Programmers and developers are unable to see how the program is written and unable to freely make modifica-

Summarizing

Open source is more than just software development.

It’s a philosophy, a culture, and a framework for how to work collaboratively. The elements that have helped to define a successful development model transparency, collaboration, rapid prototyping, meritocracy, and participation—are being applied to our everyday lives.”

tions, repairs, or enhancements. The owner or company who provided the program controls who has access and permission to modify the source.

**Read a guide:
here**

Programmers from all over the world started to develop software by publicly providing their source code and collaborating with others who wanted to participate. The Internet made this type of collaboration easier and the open source development model became widely adopted.





Fuelled by passion



„Business and organizations who don't inherently have a passionate community around what they do fail when they try to replicate the success seen in open source communities.

the surface on what we can accomplish. The open source way teaches us to be collaborative, transparent, and participatory. But it doesn't teach us to be passionate.

Why?

Because you can't force people to be passionate. You can't teach or train passion. It comes from the heart. It comes from what motivates people to contribute.

If passion is the secret ingredient to open source, then we've just started to scratch

That is what we ourselves bring to our communities of practice. The passion you bring is what makes the community great. And it's that passion that allows us to change the world the open source way."

From Wikipedia, the free encyclopaedia an active citizenship refers to a philosophy espoused by organizations and educational institutions which advocates that members of companies or nation-states have certain roles and responsibilities to society and the environment, although those members may not have specific governing roles.

This would be most obvious at a country or nation-state level, but could also be wider, such as global citizenship. The implication is that an active citizen is one who fulfils both their rights and responsibilities in a balanced way.



What is active citizenship?

There are a variety of views and perspectives and much potential for disagreement about what it means to be an ‘active citizen’ and what active citizenship might mean for people and policy makers.

The arenas for active citizens to participate in are generally seen as:

Civil participation: about people getting involved with each other to pursue their own goals and interests. It includes participation in residents associations, sports clubs, faith groups etc. (NCVO 2005).



Civic engagement: tends to refer to the more formal routes of public participation in the process of governance. This could be through user panels, citizens’ juries, citizen governors, non-executive board members, advisory groups,

e tc.

What is active citizenship?

A useful way to consider ‘citizenship’ is through a 3 part typology developed by Westheimer and Kahne (2004) which identifies three separate models of citizenship and citizenship education:

1

the ‘personally responsible citizen’, for whom citizenship education increases their awareness of individual rights and responsibilities; the citizen as a ‘voter’ and ‘volunteer’;

2

the ‘participatory citizen’, for whom citizenship education also enhances their knowledge of participatory structures and rights; the citizen as an individual within a group(s), actively participating in existing structures, taking up opportunities for participation, including participation in the planning and delivery of services;

3

the ‘justice-oriented citizen’ for whom citizenship education also adds a high level of awareness of collective rights, more widely, and a high level of collective political and social responsibility, including responsibilities to engage with issues of social justice and equality; participates within group(s), actively challenging unequal relations of power, promoting social solidarity and social justice, both locally and beyond, taking account of the global context.

It's all about participation



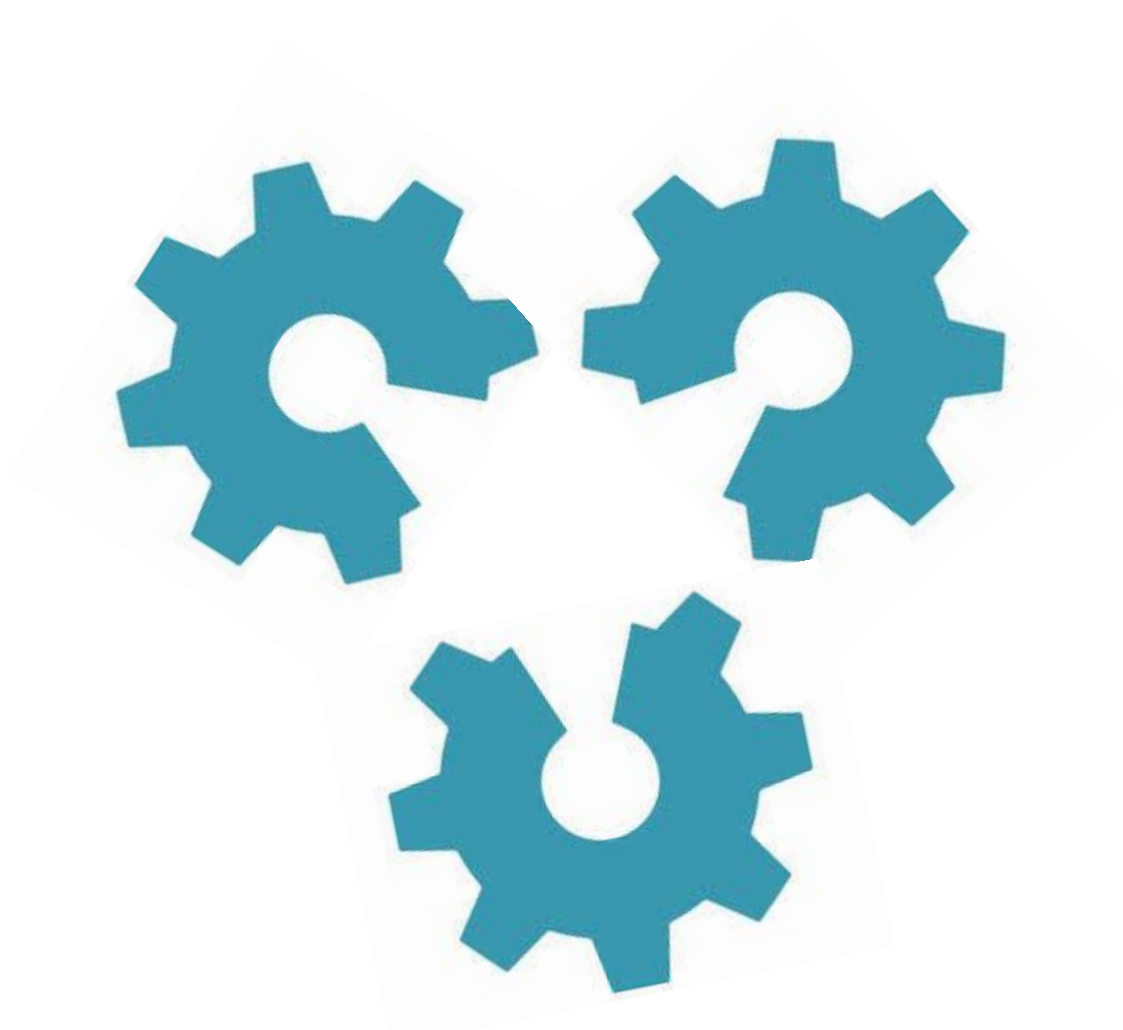
Open culture, it starts with the mind-set of the people. It's taking the philosophy of open source and applying it to a culture of participation.

What qualities make a city “open source”? Is it technology, government policies, or innovations happening from the businesses community?

It's the citizen community that is working side-by-side with city officials to explore open government initiatives, deploy open source applications, and create policies that foster more openness. It's a partnership between citizens, elected officials, city staff, and businesses.



Open source city



The five elements of an open source city



How can you apply the concepts of open source to a living, breathing city? An open source city is a blend of open culture, open government policies, and economic development.

Characteristics such as collaboration, participation, transparency, rapid prototyping, and many others can

be applied to any city that wants to create an open source culture. Let's take a look at these characteristics in more detail.

Five characteristics of an open source city

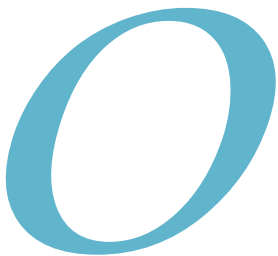
- 1) Fostering a culture of citizen participation
- 2) Having an effective open government policy
- 3) Having an effective open data initiative
- 4) Promoting open source user groups and conferences
- 5) Being a hub for innovation and open source businesses

The five elements of an open source city



itizen participation

Probably one of the most difficult components of an open source city is to foster a culture of citizen participation. Governments try a variety of tactics from public meetings to online forums, but if citizens aren't engaged or don't care, then that outreach and collaboration falls flat on its face. Having citizen champions around certain causes can really help boost citizen participation and engagement.



pen government policy and open data

Policy is another key component of an open source city. I've separated the open government policy from the open data initiative because they have different impacts and implications. These policies can go hand-in-hand, but sometimes governments will start with one policy and then as they feel more comfortable with the concepts of open source and open government, the other policy will follow. Take a look at this blueprint used to pass an open government resolution for the City of Raleigh.

The five elements of an open source city

U

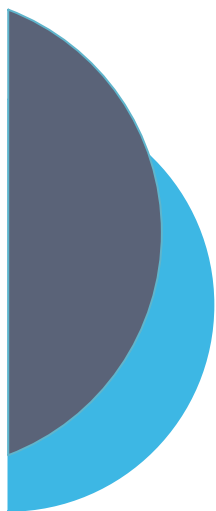
ser groups and conferences

Participation comes in another form with user groups and conferences—like-minded people gathering around their passions. Just go to meetup.com and you'll discover a variety of groups gathering on just as many topics. User conferences, or cons, gather different open source communities. Hosting these conferences and supporting user groups will boost your open source city credibility.

E

conomic development

Finally, having an economic development strategy that includes open source companies can help foster innovation and create jobs. More and more cities are also seeing the advantages of having an open data policy tied to their startup community. Cities that can combine their open data policy with their economic development strategy can give a real boost to startups and other businesses. Being a hub for open source companies and a catalyst for open source startups can have a positive impact on the city's bottom line. More importantly, this feeds back in to culture and participation.



Smart cities - Learning Cities



What is a Smart City '09?



From Wikipedia, the free encyclopedia



Smart cities can be identified (and ranked) along six main axes or dimensions. These axes are: a smart economy; smart mobility; a smart environment; smart people; smart living; and, finally, smart governance.

A city can be defined as 'smart' when investments in human and social capital and traditional (transport) and modern (ICT) communication infrastructure fuel sustainable economic development and a high quality of life, with a wise/e management of

These six axes connect with traditional regional and neoclassical theories of urban growth and development. In particular, the axes are based – respectively – on theories of regional competitiveness, transport and ICT economics,

natural resources, human and social capital, quality of life, and participation of citizens in the governance of cities.

Video

Neelie Kroes, European Commission, asks - what do we mean by "smart" cities? And how can new digital technology help build them, to boost energy efficiency, health, and quality of life?

natural resources, through participatory action and engagement.

http://en.wikipedia.org/wiki/Smart_city



What is a Smart City '09?

Smart Cities project

Innovative approaches to improving local public services

The general aim of the Smart Cities project is to create an innovation network between governments and academic partners leading to excellence in the domain of the development and take-up of e-services, setting a new baseline for e-service delivery in the whole North Sea region.

<http://www.smartcities.info/> .

Useful links:

To know more about this issue visit:

The smart city model

<http://www.smart-cities.eu/why-smart-cities.html>

Speech originally given to the OVUM Smart Cities event, June 2012.

Report

http://www.youtube.com/watch?v=hnzrJyNWgDE&feature=player_embedded

http://www.smart-cities.eu/download/smart_cities_final_report.pdf

Study by The Vienna University of Technology (TU Vienna) Smart cities

The Smart City Learning from Curitiba, Brazil

http://www.tuwien.ac.at/en/tuwien_home/

<http://www.youtube.com/watch?v=i2nOHTc4qDM>



Learning cities

Urban learning, innovation, reform

- Acquiring knowledge – many ways
- Changing behaviour
- Storage
- Innovation and reform
- Invention
- Adaptation

Smart cities in 2025

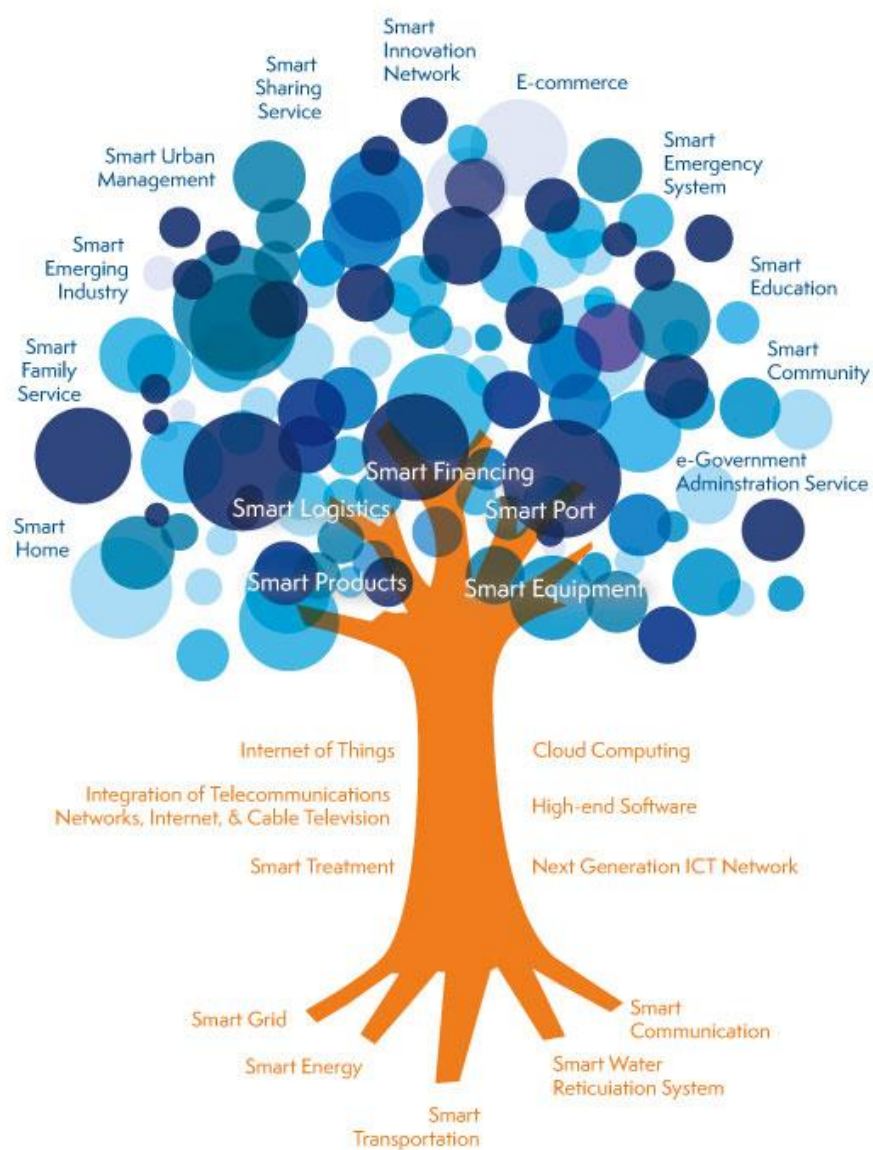
Worldwide 50% will have learned to learn from each other. They have thus – with sufficient speed – matured to smart, creative and pleasant sustainable urban communities.

Sustainable Cities must be Smart Cities, Smart Cities must be Learning Cities.

New cities are all build to state of the art sustainability praxis and serve as lighthouses for the knowledge economy in the remote and developing countries as well.

We will have an effective worldwide “Learning Cities network” based on a homogeneous information base and global cooperation..

Learning cities with Smart People



The differentiating element between a digital city and a smart city is Smart People.

People are smart in terms of their skill and educational levels, as well as the quality of social interaction in terms of integration and public life and their ability to open to the "outside" world.

Learning cities with Smart People



Education and Training

A key element in the development of cities is having well-educated citizen. In this sense, there is an increasing percentage of the population with higher education, bringing the percentage of population with university degrees to between 0% and 25% in most cities, a trend that increases in European and Asian cities.

In addition, most cities believe that the University has a strong presence in the city. This reflects the importance of Universities in generating a particular city model. This positive trend can be seen mostly in European and Asian cities. In addition to having well educated citizens and a university with a major presence in the city, another priority is to adapt the educational offer, especially considering the changes that society is going through due to globalization and

that society is going through due to globalization and the advancement of new technologies. However, in this regard, most cities believe that the education offered by their cities does not adapt to the demands of the current market. This percentage is particularly higher in Africa and Latin America.

The five elements of an open source city

e-Learning

New technologies are evolving at breakneck speed; therefore, it is important to design digital development plans in classrooms that mainly focus on closing the digital divide, promoting the digital skills of teachers and incorporating the new generation of digital learning resources. New technologies contribute to improving people's education and training and, in that sense, virtual education offers many benefits, such as reduced costs, flexible hours and greater interaction.

Lifelong training

Lifelong education is becoming an increasingly important element in new labour market dynamics. Evidence of this trend is that most cities have implemented measures to promote lifelong learning. This trend can be seen mostly in European and Asian regions.

The five elements of an open source city

*H*uman Capital

Universities and Research Centres are key players in the innovation ecosystem. This is why cities are increasingly aware of the need to promote cooperation between companies and knowledge centres, so as they may contribute to the economic and social development of their cities. Proof of this is that 68% of cities have developed some form of action for this line, especially in Europe, Africa and Latin America.

*R*esearch & Development & Innovation (R&D&I)

Public Administrations play a key role in transforming the innovation system through their ability to develop infrastructure, support emerging sectors and encourage R&D&I. This is why most cities dedicate a percentage of their revenue on R&D in their territories. The average percentage of revenue dedicated to R&D stands at 1.59%.

Good practice examples

No 1. The city of Bordeaux has launched a comprehensive e-Learning plan. One of its main objectives is the installation of interactive whiteboards in each classroom in compulsory education schools in the city.

Useful links:

http://www.bordeaux.fr/ebx/portals/ebx.portal?_nfpb=true



Good practice examples

No 2. School Programme 2.0

The Basque Government's School Programme 2.0 is a radical leap in the introduction of new Information and Communication Technologies in the field of education. The inclusion of the Basque Country to this programme is reflected in the complete digitization of the third primary education cycle, in training teachers to use open-source software and new methods and in the preparation of

multimedia content.

www.eskola20.euskadi.net



No 3. In Limoges, through ENT (Digital Space for Work), students who are absent or hospitalized can attend classes through video conferencing and "remote" access to digital textbooks via the Internet. There is also a digital school at the CBRU(Maternity Hospital).

http://ecole.ville-limoges.fr/index.php/blog/default/showPage?blog=edito&page=le_portail_des_coles

Good practice examples

VideoNo 4. Cibernàrium Programme in Barcelona:

Among the actions designed by the municipality to encourage lifelong learning, we can highlight the Cibernàrium.

Cibernàrium is the training and technology outreach programme of Barcelona Activa-Barcelona City Council. It features over 180 training courses for professionals and businesses, together with internet introduction activities for all citizens.. Cibernàrium is the meeting point in Barcelona for people interested in training in technological tools, acquiring skills needed in the knowledge society and who want to keep up to date on information technology and communication (ICT) developments.

<http://www.cibernarium.cat>





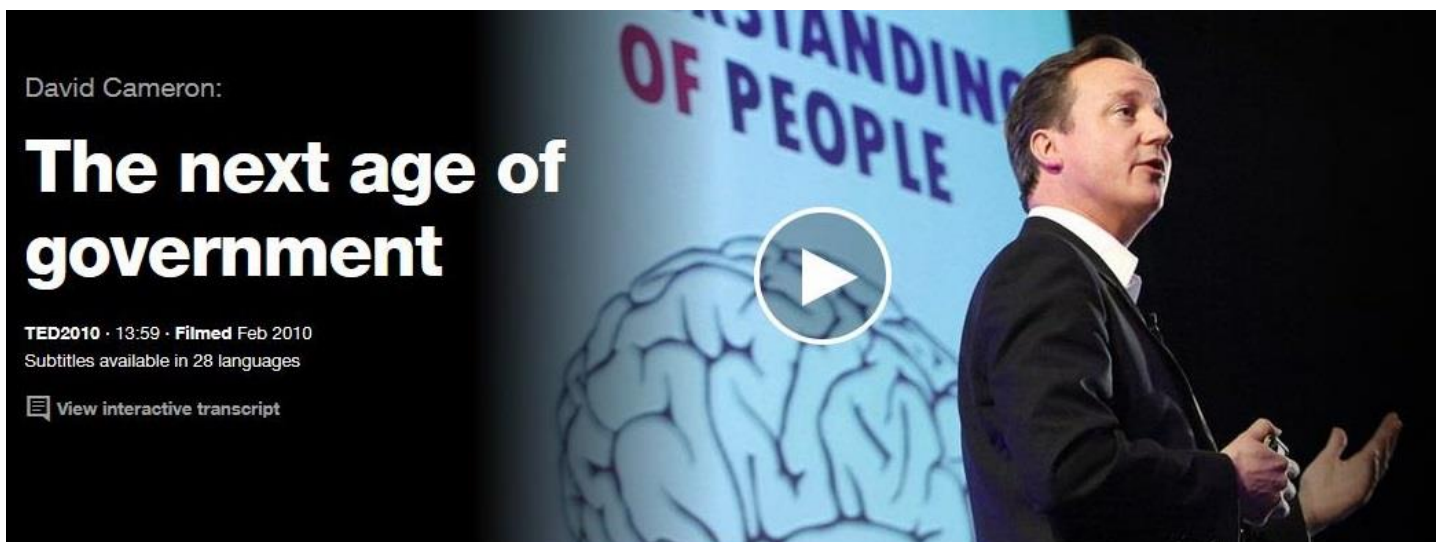
Open government strategy across EU & process of governance



From local power to central power to people power

The next age of government.

The leader of Britain's Conservative Party says we're entering a new era -- where governments themselves have less power (and less money) and people empowered by technology have more. Tapping into new ideas on behavioural economics, he explores how these trends could be turned into smarter policy.



Smart governance

Smart Governance includes political and active participation, citizen services and the smart use of e-Government. In addition, it often relates to the use of new communication channels, such as e-government or "e-democracy".

New Technologies enable the introduction of a new relationship between Local Governments and citizens; in particular regarding the introduction of public on-line services and the use of New Technologies to improve the participation of citizens in public decision-making.

What is a Smart Governance. In few words:

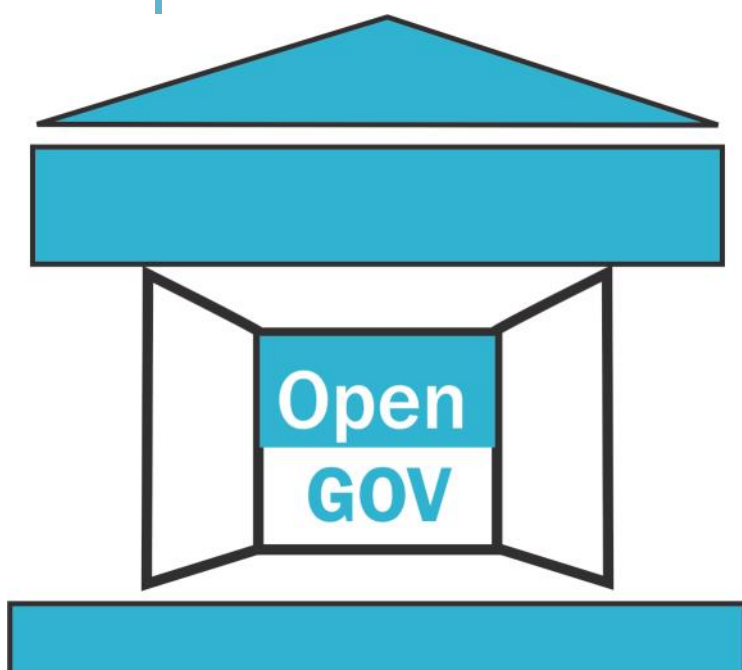
- 1. Participation in decision-making**
- 2. Public and social services**
- 3. Transparent governance**
- 4. Political strategies & perspectives**
- 5. Active usage of ICT enabled solutions/applications**
- 6. Involvement of citizens into the processes**

In general, e-Government can be considered as a concept that consists in improving public governance and the provision of public services through the use of ICT (e-Government), improving the consultation and decision-making processes using ICT (e-democracy) and improving public policy making, with the use of ICT, incorporating more critical agents throughout the process (e-Government).

In all these aspects, the role played by citizens has a special impact. The new relationship emerging from e-Government has led to the emergence of a new kind of citizen, the e-citizen.

How accelerate opening government process

- Open data –opening government data;
- 2 Hack the tools– creating a participation opportunities like creating apps that gives an access to the services or encourage active citizenship and participation in building a public services, policy and strategy;
- 3 Train civic innovators;
- 4 Experiment;
- 5 Create a maker culture;
- 6 “Venture capital” public funding;
- 7 Make law together;
- 8 Curate(quorate) opportunities.



The importance of new media in government process


The open-source world has learned to deal with a flood of new, oftentimes divergent, ideas using hosting services like GitHub— so why can't governments? In this rousing talk Clay Shirky shows how democracies can take a lesson from the Internet, to be not just transparent but also to draw on the knowledge of all their citizens.

Clay Shirky argues that the history of the modern world could be rendered as the history of ways of arguing, where changes in media change what sort of arguments are possible -- with deep social and political implications.

Clay Shirky:

How the Internet will (one day) transform government

TEDGlobal 2012 · 18:32 · Filmed Jun 2012
Subtitles available in 23 languages

 [View interactive transcript](#)



Future Internet focus on a smarter world

G

eneral-purpose .Running a city on networked information. Internet-Communication and Service (Core) platforms. Platforms: Smart Health, Smart Transport, Smart Energy, Smart

Living.

Cases:

No

.1 "Smart Cities and Uses Cases" - 4th European Summit on the Future Internet. Moderator: João Schwarz da Silva; Aveiro - Portugal, 13/6/2013.

<http://www.youtube.com/watch?v=4YXUXJ4QYxU>

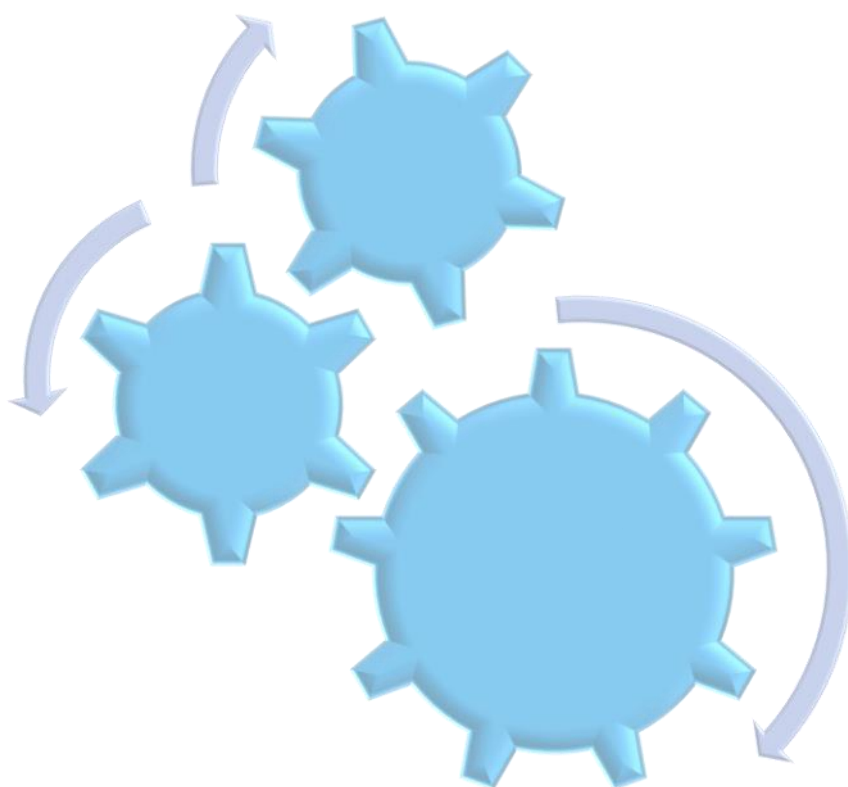
No

.2 Carlo Ratti: Smart cities, how internet and new ICT technologies are changing lifestyles

<http://www.youtube.com/watch?v=98-esJnBvtU>



Open government services in practice - Good Practice examples



Open government services in practice



Smart governance is characterised by the following factors and services:

- Local Public spending on ICT
- Website availability
- Strategic plans to promote e-Government and ICT
- On-line public services

Percentage of services available on-line

Major on-line services offered by cities.

Administration staff that use Internet-connected computers

- Electronic signature
- Transparent governance
- e-Democracy

Citizen participation

Electronic voting

- Promoting ICT and Innovation

Open government services

Cases

M

adrid

The city of Madrid is implementing a roadmap for the development of e-government. It has also launched a Plan for the implementation of the Law on the Electronic Access of Citizens to Public Services and has carried out various plans to adapt to National Security Systems and Interoperability.

H

elsinki

The City of Helsinki is developing the next generation of e-Services that are interoperable with other data systems used by the city. The aim is to promote productivity by replacing manual processes with electronic processes.

<https://asiointi.hel.fi/eservices>

S

witzerland

The Roadmap is the strategic planning instrument of the eGovernment Strategy Switzerland. In particular, it contains the most important project phases and milestones of implementation planning for each project over the entire period of the Strategy. The Roadmap was prepared by the Programme Office. It has been adopted by the Steering Committee on April 5th, 2012.

<http://www.egovernment.ch/en/umsetzung/roadmap.php>

Open government services

Cases



Inspiring Democracy

Inspiring Democracy is a resource for councillors to navigate the changing times facing us in 2012 – and beyond. It was originally a piece of research – funded by DCLG – in recognition that local councillors were likely to experience a shift in their role – from representing and responding to individual constituents, to supporting local communities to get to grips with – and make the most of – emerging initiatives like the community rights and neighbourhood planning.

Inspiring Democracy is a practical resource, a step by step guide to some of the things that local councillors can do to work more effectively with local communities.

Inspiring Democracy draws on the experiences of councillors, ‘active citizens’, public and voluntary sector officers to flag up and offer pointers to help address some of the key issues likely to arise for councillors.

<http://www.inspiringdemocracy.wordpress.com>

Open government services

Cases

A genda Digital Bilbao 2012

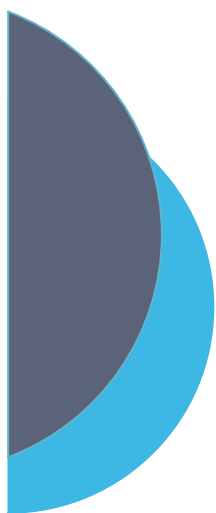
Bilbao is implementing its Bilbao Digital Agenda 2007-2012. This is a Strategic Plan which aims to promote the improvement of the human, economic and cultural level of Bilbao, both individually and collectively, thereby promoting and using resources provided by information and communication technologies and ensuring equal opportunities for all citizens to access them. The Agenda consists of 40 lines of action / projects spread over 9 fields: Utilities, Public Space, Infrastructure and regulations, Groups, Promotion of the ICT sector, Dissemination, Strategic alliances, Cooperation and the Improvement of the internal management of the City.

www.bilbao.net/agendadigital

E stonia

Estonia is probably not the first, second, or even third county you might think of as a world leader in all things e-Government -- but a leader it certainly is. This small Baltic state, with a population less than most U.S. metropolitan centers (1.3 million), was recently hailed by the United Nations as having the decade's best e-Government content.

<http://insights.wired.com/profiles/blogs/tiny-estonia-hailed-best-e-gov-by-un#ixzz2fB5OKC6z>



C onclusions and recommendations





Conclusions & recommendations

Social and economic globalization is making the world 'more uniform', and cities are being seen as centres of economic attraction, that disseminate knowledge and culture and where talent can be cultivated and developed. Proof of this is that in 2008, for the first time in history, half of the world's population was living in urban areas, and predictions raise the percentage to 70% in 2050.

Cities account for the bulk of economic wealth and integrate some strategic sectors completely, such as the financial sector. That is why the challenge and work facing cities should focus on creating a new social and economic fabric based on creativity, innovation and new technologies.

Cities need public administrations, businesses and citizens that have a greater technological capacity, more entrepreneurial and innovative, more creative and better informed. These values, along with other social values, such as integration, transparency, participation, social cohesion and sustainability, will lead to competitive cities.

Conclusions & recommendations

Knowledge:

Only societies with high skill levels can compete on a global stage. This includes initial knowledge (vocational and university education) and lifelong learning (postgraduate, doctoral, life-long education). In this sense, Universities are key elements.

Definitely, one of the challenges we face is to retain the talent that comes out of these universities, to recover it, and even attract it.

Smart Cities

The local strategy to make a city more competitive should address a comprehensive set of areas of development:

Technology:

Technological development, supported by Innovation, is essential to offer competitive products and services. In addition to Research & Development, we must also promote innovation, which includes areas such as new means of marketing and more efficient organisational and managerial systems.

Conclusions & recommendations

Leadership:

The leadership of public institutions in new technologies and innovation must be visible. A city must have a development strategy, but it is not enough if the agents do not believe in it and do not develop it in a coordinated and organised manner.



Cooperation and partnerships:

In a global world we must base our work on the Network concept, thus acquiring the resources (financial, knowledge, talent) we need. In short, we must work to achieve creative and talented cities that are innovative and highly technological.



Conclusions & recommendations

Engaging, converting and creating open source communities

Our book continue and expand the conversation with focus on the following 3 themes:

Open Source Communities: How they work. How to engage with them. How to manage them.

Converting Closed Communities to Open: If you have a pre-existing development community and you are open sourcing the project, how do you manage this complexity?

Creating a New Community: So you're releasing a project or data into the world. How do you find people who care and get them excited about it?

So, it's all about... engaging... converting... and creating....open source communities.

With tight budgets, a continual need to innovate, and the rise of open source make this a very relevant topic still for anyone who is involved with IT in government or community engagement. **Here's a sampling of questions that we can expect to be addressed:**

How can open source allow us to reduce IT costs?

What's happening with open source in the mission area (e.g. health, defence, labour)?

We have a project that we want to convert to open source. Now what!?

The agency's contracts teams are confused about the legal and contractual issues involved with procuring and using open source. How can we help educate them?

How can we shift from a government-led model to a community-led model?

What's happening at the intersection of open source and open data?

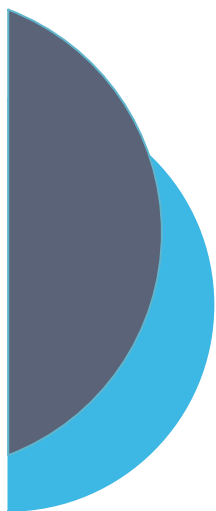
What are other agencies doing that we need to be aware of – or plug into?

Conclusions & recommendations

It is hoped that this eBook will contribute to emphasizing how interoperability, particularly through open system standards for government, is under-utilized as an enabler of more effective government services - within national boundaries as well as across other European nations. By offering examples that display clear applications of interoperability, the EU through its ePractice program can demonstrate clear long-term vision toward goals identified and re-emphasized through the series of planning documents stating such requirements.



Lot of applications are clearly visible in EU-wide as good examples for the development of national services, then expanded to another countries. Perhaps as part of such demonstration the need for common compatible legal, infrastructural and human structures can also be emphasized.



Annex

1

Literature review

To avoid a limited definition of eGovernment which restricts its meaning to information and services available through the Internet, broader application was used in this eBook to include value to government and its customers. A useful definition is found in a Vinnova report published in Sweden. This report discusses an impact not only on public administration but also on the public, on companies and on civil society at large (Nordfors and al 2006).

“Interoperability is not simply a technical issue concerned with linking up computer networks. It goes beyond this to include the sharing of information between networks and the reorganisation of administrative processes to support the seamless delivery of eGovernment services.” (European Commission, 2003, p. 3)

Scholl & Klischewski’s (2007) article reveals that most integration and interoperation efforts meet serious challenges and constraints. The authors contribute to the development of a research framework on integration and system interoperation in eGovernment initiatives.

One constraint often noted, as presented in the Millard paper (2003), is that a requirement for trust in interoperable systems is lacking due to concerns for data protection, and privacy. Such protections draw particular attention from attempts to balance trust issues with international demands by authorities combating criminality and terrorism. Millard identifies the problem that, **“The biggest challenge to interoperability and open technology platforms across Europe is that legal systems between countries are highly incompatible.”(p.43)**

Marques dos Santos and Reinhard (2006) discuss how governments seek to improve their stages of electronic government by concentrating efforts on the establishment of interoperability standards which facilitate the integration of their systems and information sharing between their federal, state and local agencies. United Kingdom, Germany and France among the European nations cited are countries already implementing such standards. In France for example, the DGME (ex ADAE) has been promoting an RGI Referentiel Général d'Interoperabilité.

Literature review

A layered approach to attain semantic interoperability of public sector initiatives available, providing linkage and dependency among types of interoperability, particularly business and technological layers also, is discussed. (van Overeem, Witters and Peristeras, 2006)

Scope of interoperability can be international. “For eGovernment services to support the single market ... will require not only interoperability both within and across organisational and administrative boundaries but also across national boundaries with public administrations in other Member States.” (European Commission, 2003, p. 3)

In evaluating progress in European country initiatives to improve processes, Capgemini states **in its 2006 report a requirement to put “... key enablers in place—** enabling citizens and businesses to benefit, by 2010, from convenient, secure and interoperable authenticated access across Europe to public services.” (Capgemini, pp. C4, 99)

In a 2004 report, the EC provides guidance on a European interoperability framework, stating **that participating nations should, “Address the pan-European dimension of interoperability** and provide an answer for the following questions:

What is interoperability?

Why is interoperability needed at the pan-European level?

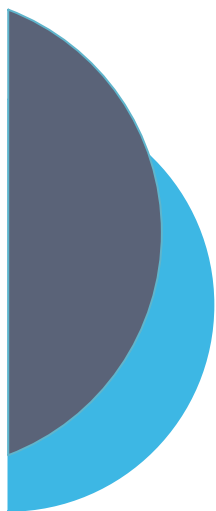
What are the implications of interoperability from pan-European and national perspectives?
(European Commission, 2004, p. 6)

The European Commission report on interoperability explains further that successful interoperability **“...will be based on open standards and encourage the use of open source software.”** (European Commission, 2003,p. 5)

Literature review

Furthermore, to attain interoperability in the context of pan-European eGovernment services, **guidance needs to focus on open standards.” (European Commission, 2004, p.9)**

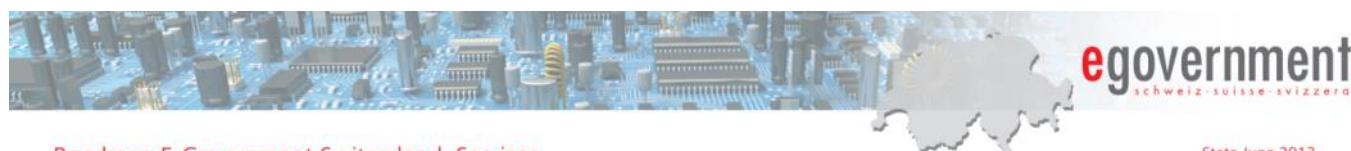
Westholm notes in his study of twenty government back office service functions that different strategies for governance affect their interoperability. He shows that agreement about interoperability standards is easier within services defined for common user groups that are stakeholders. (Westholm, 2005, p. 127, 131)



Annex

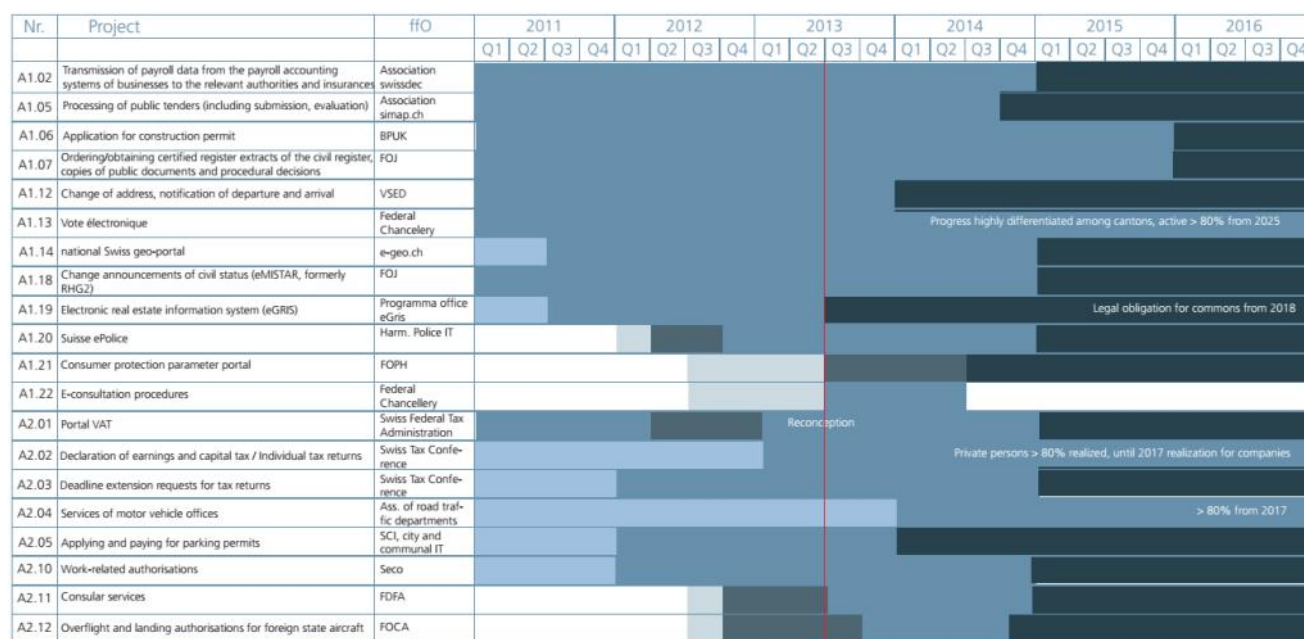
2

The Swiss eGovernment roadmap (June 2013)



Roadmap E-Government Switzerland, Services

State June 2013



Services completed

A1.01 Company start-up, notification of changes
A1.03 Transactions between compensation offices and their members (businesses), e.g., changes of employee data
A1.04 Customs clearance of goods (import, export, transit)

A1.15 Submission of data to statistical offices
A1.16 Agricultural Sector Administration (ASA 2011)
A2.08 Access to legal data

A1.17 DaZu Nus
A2.06 Lost and found services

Initialization / Coordination
 Pilot project (< 10% services active)
 Concept
 Realization at a national level (10-80% services active)
 Realization at a national level (> 80% services active)
 Plans not yet defined

The Swiss eGovernment roadmap (June 2013)



Roadmap E-Government Switzerland, Prerequisites

State June 2013

No.	Project	ffO	2011				2012				2013				2014				2015				2016			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B1.06	E-Government Architecture Switzerland	FITSU																								
B1.08	Standardization of business and payroll data	Association swissdec																								
B1.10	Organization for development of a National Geo-Data Infrastructure (NGDI)	e-geo.ch																								
B1.12	Standardisation of item data	Workgroup eCH																								
B1.13	eCH Process Exchange Platform for Municipalities and Cantons	Association eCH																								
B1.14	eGovernment Map Switzerland	FITSU																								
B1.15	Organisation of national basic infrastructures in the area of e-government	FOJ																								
B2.06	Service for identification and access management	eCH- Identity and Accessmgmt																								
B2.08	Electronic invoicing and settlement of payments	FAA																								
B2.12	Open Government Data	FITSU																								
B2.13	Services for the Use of Reference Data in Public Administrations	Seco																								
B2.14	Implementation of Cloud Computing Strategy Switzerland	FITSU																								
B2.15	Electronic identity recognised nationally and throughout the EU area	FedPol																								
B2.16	Exchange of data regarding premium reductions	Con.Cantonal Min Public Health																								

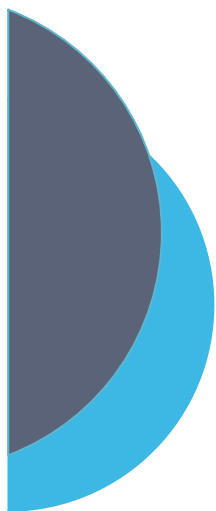
Prerequisites completed

B1.01 Established project organization for the implementation of e-government
 B1.02 Legal foundations
 B1.03 Uniform inventory and reference database of public services
 B1.04 Uniform personal identifier
 B1.05 Uniform business identifier
 B1.07 Standardization of personal state
 B1.09 Harmonization of registers
 B1.11 Nationwide exchange standard for electronic records and documents

B2.01 Access to electronic public services (portals)
 B2.02 Directory service of the Swiss authorities
 B2.04 Service for electronic forms
 B2.05 Service for inter-authority electronic data exchange
 B2.07 SuisseID
 B2.10 Services supporting the processing of electronic records
 B2.11 Integrated network infrastructure for all administrative levels
 B2.09 Services for long-term electronic archiving

■ Initialization / Coordination ■ Pilot project (< 10% services active) ■ Realization at a national level (> 80% services active)
 ■ Concept ■ Realization at a national level (10-80% services active) ■ Plans not yet defined

Link: www.egovernment.ch/umsetzung/00852/index.html?lang=en



A_{nnex}

3

Additional information, tools & resources

The European database, services, useful links, publications, guidelines, reports, etc. related to the Open Government.

No.1 For better public services across Europe

<http://esd-toolkit.eu/>

No..2 Determining relevance of “best practice” based on interoperability in European eGovernment initiatives

<http://www.epractice.eu/>

No.3 Training materials and tools for defining and applying a Digital Local Agenda (DLA) in local government.

<http://www.digitallocalagenda.eu/home/dla-toolkit/dla-handbook>

No.4 Innovative approaches to improving local public services. The general aim of the Smart Cities project is to create an innovation network between governments and academic partners leading to excellence in the domain of the development and take-up of e-services, setting a new baseline for e-service delivery in the whole North Sea region.

<http://www.smartcities.info/>

No.5 The Service list is a catalogue of all services performed by Local Government in England and Scotland and Municipalities in Belgium, Netherlands, Norway, Sweden, Germany. The list gives a common understanding of services and is a result of collaboration during The Smart Cities Project 2009 - 2011. Each list can be seen individually by clicking on the drop down menu on the left hand side of the page. Lists are shown in English but can also be seen in other languages.

http://www.smartcities.info/files/Smart_Cities_Brief_What_is_a_service_list.pdf

Additional information, tools & resources

No.6

http://simap.europa.eu/enotices/tutorial/index_en.html

No.7

<http://epsiplatform.eu/content/european-open-data-strategy-announced>

No.8

<http://wheelmap.org/en>

No.9

<http://www.govdata.eu/en/europeanopen.aspx>

No10.

<http://ec.europa.eu/idabc/en/document/2358.html>

No.11

<http://en.centrumcyfrowe.pl/projects/otwarty-rzad-w-polsce/>

No12.

<http://epsiplatform.eu/content/switzerland-open-government-data-move>

No.13

Innovation partnership for Smart Cities and Communities - guide

No.14

Access to European Union law <http://eur-lex.europa.eu/en/index.htm>

Additional information, tools & resources

No15 Apps connect citizens to their governments Video

Can government be run like the Internet, permission less and open? Coder and activist Jennifer Pahlka believes it can -- and that apps, built quickly and cheaply, are a powerful new way to connect citizens to their governments -- and their neighbours.

http://www.ted.com/talks/jennifer_pahlka_coding_a_better_government.html

No.16

Monitoring of the decision-making process between institutions

<http://ec.europa.eu/prelex/apcnet.cfm?CL=en>

No 17

Cloud computing: new strategy to drive European business and government productivity

<http://www.eubusiness.com/topics/research/cloud-computing>

No.18

„For the open source, open government, and open data communities“

The foundation for an open source city www.theopensourcecity.com

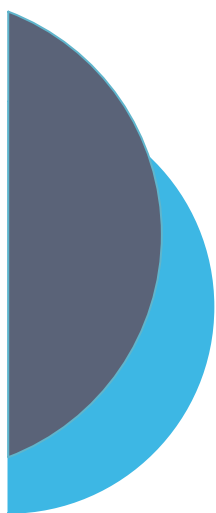
No.19

Access to National law http://eur-lex.europa.eu/n-lex/index_en.htm

No.20

Monitoring of the decision-making process between institutions

<http://ec.europa.eu/prelex/apcnet.cfm?CL=en>



A_{nnex}

4

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- 18) **„The five elements of an open source city“** by Jason Hibbets

Sharing videos

We shared some video contents in this document.

For the references please play videos.

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