2011 eGovernment Benchmark Pilot
on
Open Government and Transparency

Measuring the potential of eGovernment to foster Open Government and Transparency in Europe

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Prepared by Capgemini, IDC, Rand Europe, Sogeti and DTi

i2010

This report captures the findings of the 2011 Pilot on Open Government and Transparency, conducted over the period of December 2010 to July 2011. The pilot is carried out under Lot 2 of the eGovernment benchmarking framework contract of the European Commission with reference No 30-CE-0254862/00-91.

The eGovernment benchmark study is carried out by Capgemini, Sogeti, IDC, RAND Europe and the Danish Technological Institute for the Directorate General Information Society of the European Commission.

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The views expressed in this document are those of the authors and do not necessarily reflect the views of the European Commission

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Executive Summary

The context of this study
End of 2010, the European Commission's Directorate General Information Society- together with 10 Member States- decided to launch a pilot project on benchmarking eGovernment in the areas of Open Government and Transparency.

Generally speaking, the European Commission can look back at a long and rich history of benchmarking eGovernment in Europe. The first benchmarks dating back to 2001 focused on the availability of eGovernment services in Europe, for example whether a service like 'Enrolment in Higher Education' is provided online or not. The subsequent generation of benchmarks considered, in addition to sheer availability, the user friendliness of services (i.e. is the Enrolment service easy and convenient to use?) as well as the usage of back office enablers within Administrations to support the services in question (i.e. is the Enrolment service supported by electronic identify management, internal data sharing mechanisms across Administrations and so forth). Overall, these benchmarks examined a *static relation* between the Administration and the Citizen: the Administration providing the service 'as is', the Citizen using it 'as is'. In this constellation, the Citizen has no or hardly any ownership over the service, i.e. cannot alter data, track and trace the Administrations' actions or suggest service improvements.

Another characteristics of the early benchmarks was that the *focus* of the exercise was put *on services* (a rather narrow view), and *not on policy*. Being able to enrol to university online is just a minor aspect of a Citizen's interest and involvement in higher education. Around this fragment of reality, there is a wide range of policy matters which are tangent to enrolling to university and raise more fundamental questions about the educational policy of a nation: the design of the educational system, grant schemes, funding opportunities for research, the inclusiveness of educational institutions and many more. All these are of considerable importance to Citizens and the Internet and other media are an important channel to communicate about policy and in fine involve Citizens in Policy-making, i.e. allow for a more dynamic and participative approach to public governance.

The benchmark pilot at hand addresses both aspects evoked above, the Transparency and collaborative nature of eGovernment service delivery as well as the Openness of policy as a whole in terms of the availability of participative, so-called Web 2.0 policy instruments. It therefore targets key aspects evoked in the recently published eGovernment Action Plan 2012-2015 of the European Union1 which is the main roadmap for eGovernment development over the years to come. The Action Plan as such refers to: User Empowerment through the very explicit design of eGovernment services around user needs, collaborative production of services, re-use of public sector information, improvement of Transparency and a more general involvement of Citizens and Businesses in Policy-making- targets which have been to a large extent incorporated in the study at hand.

The study in brief
The study at hand has had a twofold aim. The first being to capture the phenomena which best describe what is understood by Open and Transparent Government, or to be more precise, Open and Transparent eGovernment. That is to assess to what extent policy is geared towards ensuring that the online channel is used to promote more open, collaborative and participative mechanisms of governance. To meet this first aim, it has proven most adequate to conduct a (semi) qualitative survey amongst representatives of EU Member State

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[1]

http://ec.europa.eu/information_society/activities/eGovernment/action_plan_2011_2015/docs/action_plan_en_act_part1_v2.pdf

Governments to scope the notions of 'open' and 'transparent', derive a potential consensus definition of these themes and understand what policies and priorities are in place or under development in different European countries.

The second goal was to measure (i.e. quantify) Open and Transparent eGovernment i.e. to put objective metrics in place which allow countries to see- at a glance- in how far they are progressing when it comes to de facto implementing existing policies. In other words, is the Citizen being approached and served in an open and transparent way by his or her civil service through the Internet? To assess this second goal, it was decided to roll out two web surveys conducted by external independent experts, objectively assessing features of Open and Transparent eGovernment directly on the web. The first web survey looked at the web presence of Public Administrations (institutions such as the Ministry of Education and Culture), the second web survey looked at service delivery web sites (such as the site Tax Online).

In total 10 Member States have participated in the pilot exercise. These are: Slovenia, Spain, Sweden, Luxembourg, Norway, Italy, Latvia, Lithuania, Portugal, and The UK.

All Member States have been involved in the pilot project from 'cradle to grave' and have played a key role in designing the measurement framework, providing policy insights and validating the externally conducted web survey results.

The pilot study as such has generated data related to 8 new benchmark indicators. These are:
I. As part of the Member State survey on Policy Strategy and Monitoring:
      1. Policy Transparency indicator
      2. Participative Policy-making indicator
      3. Collaborative Policy-making indicator
II. As part of the Institution-based web survey:
      4. Openness of Policy Process indicator
      5. Online Collaboration indicator
      6. Organisational Transparency and Accountability indicator
III. As part of the Service-based web survey:
      7. Transparency of Online Service Delivery indicator
      8. Management of Personal Data indicator

The below table depicts which countries have participated in which surveys:

	Italy	Lithuania	Spain	Sweden	Luxem-bourg	Norway	Latvia	Portugal	Slovenia	UK
Member State Survey	X	X	X	X			X	X	X	
Institution-based survey	X	X		X	X	X	X	X	X	X
Service-based survey	X	X		X	X	X	X	X	X	X

Key findings
This pilot study undoubtedly is unique of its kind. It is a pioneering experience for EU Member States as well as the European Commission and has no comparable peer outside of the EU, as across the globe, the measurement of Open and Transparent eGovernment is still in its children's shoes. Europe clearly can and should take a further leading role in this complex terrain, and build on the pilot study to move on with setting measurable targets in the area of User Empowerment of the Action Plan in particular.

The measurement framework applied in the study (including the eight indicators named above) has- like the umbrella terminology 'User Empowerment' embedded in the Action Plan- embraced an extremely wide scope of policy-relevant aspects of Open and Transparent eGovernment, ranging from Personal Data protection to the use of social media by Administrations to Transparency of Government when it comes to demonstrating its own performance. The advantage of the framework in place has definitely been its exhaustiveness which however raises questions on focus (i.e. which areas to measure and foster in future) and requires that the indicators as such are re-assessed to scale up and re-use the best-in-breed- measures, further improve metrics which appear to be relevant but are yet immature, and drop the least adequate indicators in future benchmark editions.

The pilot study as such has provided major insights into the scope of Open eGovernment and Transparency policies in Europe and a potential consensus definition around the features and common denominators which characterise these policies across European nations. However, it is crucial to understand that the goal of the study has been to test a series of related benchmarks (i.e. the eight indicators) as regards their feasibility and relevance, rather than to derive a state-of-play on the actual performance of countries.

In order to achieve the latter, i.e. obtain a comparable and scalable EU-wide performance comparison, the practical and methodological requirements and quality parameters of the measurement need to be re-adjusted, in particular, the selection of web sites to survey (more adequately identifying where open eGovernment is taking place in addition to major governmental web sites) and the sample size.

The performance results obtained through the metrics- though it needs to be re-emphasized that these have not been at the heart of the piloting- show significant room for improvement, meaning that the path to go in terms of de facto achieving Open and Transparent public governance in Europe is still steep. This is in line with expectations of the provider consortium of the study as well as pilot participants, seen the innovative character of policies which have only gained grounds recently in Administrations' agendas. An EU-wide benchmark of this kind should be put into place to encourage further progress and gear performance.

Overall it can be said that the objective of Transparency is receiving the most attention from European policy makers, followed by Collaboration and Participation. Oftentimes, administrations are doing a good job in informing their Citizens online, but fail to engage them through the web and make use of civil society's potential and resources. Similarly, there is a lot of detailed information available on eGovernment services compared to very limited opportunities for users to actually interact with administrations and influence the service delivery process. The traditional roles of service providers versus receivers clearly continue to prevail.

Seen the above, it remains vital that the European Commission and Member States continue working towards a set of relevant, accurate and robust metrics on Open and Transparent eGovernment, in the light of the recent eGovernment Action Plan but also beyond, in order to achieve what the Action Plan refers to as the 'new generation of eGovernment services' which are designed around user needs and developed in Collaboration with them rather than in isolation of public administrations.

1. Introduction

1.1 Policy background

Recent years have witnessed great momentum in pushing Open Government and Transparency on the policy-level.[2] The Open Government Agenda[3] of the Obama Administration, the Malmö Declaration[4] or the Digital Agenda[5] prioritize Citizen Participation and Transparency in Government and politics. Many EU Member States have passed relevant legislation or are in the process of doing so while at the same time testing innovative practices.[6] Moving towards the network society[7], these activities are grounded in the recognition that constituent involvement is a critical element of political legitimacy.[8] Moreover, Transparency of processes in politics and Government as well as easy access to Government for Citizens is seen as the basis for democratic governance, fighting corruption is crucial for higher forms of Participation: Consultation and co-governance.[9] *Yet the expected potential*[10] *of ICT utilization for Open Government is just barely visible and hardly ever measured.* At the same time it is widely agreed upon that technology cannot solve the problems of democracy, however it can further empower the Citizens and more broadly, users, to take part in the democratic process.

1.2 Setting the scene for the pilot

Although most national Governments in the EU have passed legislation on Open Government and Transparency, it is often uncertain what aspects Governments should focus implementation efforts on and how Open Government and Transparency policies can be translated into practice. The 2011 Open Government and Transparency pilot aims at developing and testing a measurement framework with *indicators* that will give insight in the status of Open Government and Transparency in European Union Member States (EU MS) *and will enable national Governments to scope and to determine clear targets for the future.* This way, Public Administrations can learn from one another, thus steadily improving their way of working and sharing of information and finally taking the next step in closing the gap between Citizens and Government. Also, the pilot provides for a cross-country or 'umbrella' framework in line with the recent eGovernment Action Plan 2012-2015 of the European Commission[11] which sets joint targets for all EU MS to achieve in the next three years: User Empowerment through the very explicit design of eGovernment services around user needs, collaborative production of services, re-use of public sector information, improvement of Transparency and a more general involvement of Citizens and Businesses in Policy-making.

Since the understanding of the terms Open Government and Transparency varies, this pilot focuses on the use of ICT in the development of Open Government in EU countries, *benchmarking Open and Transparent e-Government, rather than Open and Transparent Government.* By narrowing down the scope from overall policy to e-policy (i.e. the use of the web) , the measurability of Open Government and Transparency increases and trends of development can be captured more easily. However, the measurement system is created to be flexible, so extensions are possible and new elements can be included when and if needed.

2 OECD (2008)

3 www.whitehouse.gov/omb/assets/memoranda_2010/m10-06.pdf

4 www.egov2009.se/wp-content/uploads/Ministerial-Declaration-on-eGovernment.pdf

5 European Commission (2010a); European Commission (2010b)

6 https://www.privacyinternational.org/foi/foisurvey2006.pdf (Consulted on 14 June 2011)

7 Schellong/Müller (2010)

8 Schellong/Girrger (2010)

9 De Jong/Rizvi (2008)

10 United Nations (2010)

11 http://ec.europa.eu/information_society/activities/eGovernment/action_plan_2011_2015/docs/action_plan_en_act_part1_v2.pdf

1.3 Guide to this report

As the report at hand is the result of a pilot, hence a test, the reader should try not to focus on the data retrieved from the survey, but more on the way the data have been generated and the value of the measurement and how it could contribute to EU MS's policy makers and for Open Government and Transparency in general. The pilot is conducted with the objective to design a clear and practice-driven framework to measure the Openness and Transparency of European Governments, to compare them to each other and tackle how to scope the topic of Open Government and Transparency theme.

The main question that will be answered in this report is:

> *What could be an adequate framework for measuring Open eGovernment, in order to help EU Member States to bring their Open eGovernment policies into practice and to optimise their ways of communicating with their Citizens?*

To answer the above question, this report covers the following key aspects of measuring and evaluating the Openness and Transparency of eGovernment:

- **Overall Measurement Framework (Chapter 2)**
  In Chapter 2, those elements that are determinant for Open eGovernment (Transparency, Participation and Collaboration) are described. The measurement framework overall comprises three surveys: a (semi) qualitative Member State survey on Open and Transparent eGovernment policy; two web surveys: one taking the web sites of Public Institutions as the starting point (e.g. the web site of the Ministry of Culture and Education)- this survey is commonly referred to as Institution-based survey; the other being based on service delivery web sites (i.e. the website 'Tax online') and is commonly referred to as Service-based survey. It is further explained how the pilot has measured EU MS Government web sites' performance in terms of implementing a more open and participative approach to Public Administration.
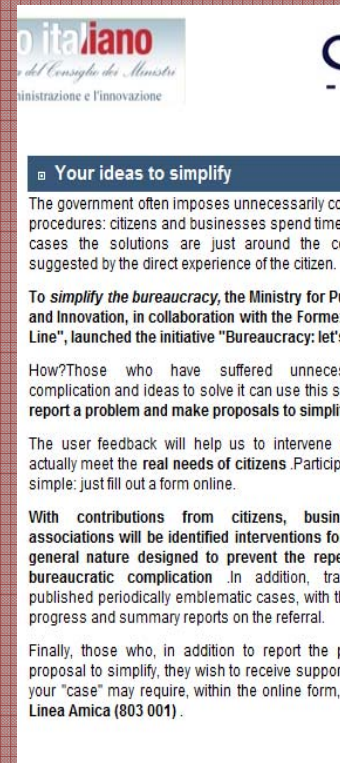
- **The indicators in detail: measurement method and results of the Member State survey (Chapter 3), Institution-based survey (Chapter 4), Service-based survey (Chapter 5)**
  These three chapters show both the method and results of the survey, which were conducted over the period from December 2010 to April 2011 as part of the 2011 Open Government and Transparency pilot. Although the data retrieved have provided valuable insights on the status of Open eGovernment in EU Member States, the main goal of these chapters is not to thoroughly analyse the results and to determine what Member States are doing well and what they could do better. The main goal is rather to show what kind of data could be retrieved if the pilot (after being revised) continues as a fully fledged EU-wide Open eGovernment benchmark and what should be changed to add even more value to its outcome.

The – anonymized - results presented in these chapters are by no means fully representative, but do provide a snapshot of the state-of-play of Open and Transparent eGovernment, built to explore the feasibility of this survey enquiry.

In total, eight indicators have been measured:
   I.   **As part of the Member State survey on Policy Strategy and Monitoring:**
        1. Policy Transparency indicator
        2. Participative Policy-making indicator
        3. Collaborative Policy-making indicator
   II. **As part of the Institution-based web survey:**
        4. Openness of Policy Process indicator
        5. Online Collaboration indicator
        6. Organisational Transparency and Accountability indicator
   III. **As part of the Service-based web survey:**
        7. Transparency of Online Service Delivery indicator
        8. Management of Personal Data indicator

- **The Challenges that lie ahead (Chapter 6)**
  We believe the added value of an Open Government and Transparency Benchmark is clearly demonstrated in this pilot. The last chapter, Chapter 6, elaborates on what has worked and what has not in this pilot, both from a methodological and a policy point of view. This chapter wraps up the main findings we came across whilst measuring Transparency, Collaboration and Participation and suggests ways to improve the pilot in future benchmark editions.

The detailed data gathered during this benchmark pilot is available in the annexes of this report.

2. Measurement Framework

This section explains the overall framework of the suggested Open Government and Transparency benchmark. The framework lays out the concepts of Open (e)Government, the prioritisation of topics within these concepts and the main indicators we have used to measure Open eGovernment. The objective of this 'meta-framework' is to adopt a holistic approach and therefore provide:

a) Longitudinal comparability and benchmarking – tracking the development of the attribute or aspect over time
b) Horizontal comparability – benchmarking one country against another and one part of Government against another
c) Vertical measurement – tracking the dissemination and integration of development through different layers of Government (from central to local and from policymaking to implementation to evaluation)

2.1 The definition of Open (e)Government

Open (e)Government can be defined in many different ways. The OECD[i12] definition, recently updated to focus more on practice and impacts rather than procedures and rules, offers a substantial starting point: *Open Government means a Government open to the contribution of Citizens and society to co-create public value and engaged to respect three main principles: ensure full Transparency of its actions, its processes and its data, enable Participation of Citizens to its decisions and processes, promote and accept the Collaboration of Citizens to the production of its services*.

In conducting this pilot, the study consortium, has noticed that many current definitions of Open and Transparent Government are largely in line with the one of the OECD. These definitions also converge with those already suggested by the Member States, when consulted during a workshop organised in November 2010 on the specific topic of open eGovernment. In a nutshell, *the implementation of Open (e)Government builds on three main pillars: Transparency, Participation and Collaboration.* Whereby implementation is enabled by the pervasiveness of ICTs and the innovative Collaboration processes pioneered by social networks.
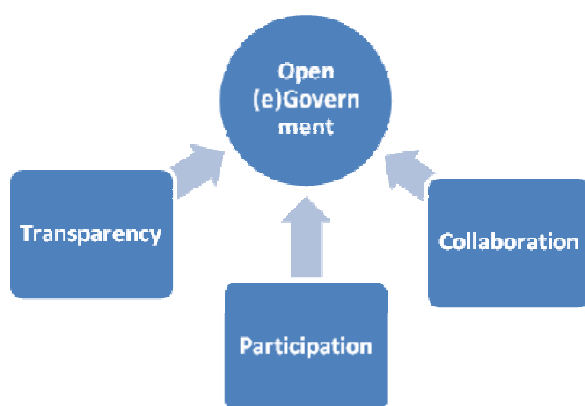
Figure 2.1: Three main pillars of Open (e)Government

These three pillars also form the baseline for the working definition for the pilot, reflecting an ongoing process of discussion and reflection by Governments and researchers. This definition is not meant to be the final one,

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[12] Most recently discussed in the Expert meeting on "Building an open and innovative Government for better policies and service delivery" Paris, 8-9 June 2010 http://www.oecd.org/document/7/0,3343,en_2649_34129_46071303_1_1_1_37405,00.html

but was used as starting point in our attempt to measure the development of the Open (e)Government phenomenon.

2.2 Policy Relevance of the Pilot

The recent eGovernment Action Plan13 also refers to these fundamental aspects of Open eGovernment (i.e. the pillars defined in the previous: Transparency, Participation and Collaboration) in particular in the following priorities:

1. *Involvement of Citizens and Businesses in policy-making processes (priority 2.1.5)*
2. *Collaborative Production of Services (priority 2.1.2)*
3. *Improvement of Transparency (priority 2.1.4)*

To establish a clear link between this current benchmark pilot exercise and the relevant EU policy context, these priorities served as a basis for the indicators developed in this pilot. In the following sections we indicate how this link was validated during the Open Government & Transparency workshop.

1. *Involvement of Citizens and Businesses in policy-making processes*

For this topic we have taken into account two aspects of Participation. First, we have measured the occurrence, completeness and consistency of Open Government in Governments' policy initiatives. Second, we have looked at the actual Participation in Policy-making. Therefore we have measured in what way the Public Administrations consult Citizens; with regards to procedures (guidelines, moment of consulting, initiator) as well as the practical Consultation itself (utilisation, effect, availability and usability data).

2. *Collaborative Production of Services*

This theme has, following the suggestions from the November 2010 Member State workshop, in essence been related to the engagement with social media. In the pilot we have focused on which social media were used, by whom, for which topics and with which objectives (dissemination/interaction).

3. *Improvement of Transparency*

This priority has been divided into three concrete areas identified by the November 2010 workshop, i.e service delivery, Personal Data and accountability.

As far as service delivery is concerned, the central issue is whether conditions for eligibility, procedures for applying to services, complaints procedures and redress or dispute resolution are easily and clearly available.

Furthermore, and this aspect had been highlighted in the 2015 Action Plan as well, the pilot should shed light onto how Public Administrations provide Citizens with electronic access to their Personal Data, in strict compliance with data protection requirements.

As regards accountability, the focus is on the completeness of information given by Governments —requiring Governments to collect and share information about what they do, to give an account of how they reach their decisions, and to justify these decisions and overall performance.

Thus, based upon the above, the scope of the Open Government and Transparency benchmark, can be summarised by the following definition:

> *The Open Government and Transparency Benchmark measures the level of development of online Government activities aimed at guaranteeing Transparency, enabling Participation and involving Citizens in the collaborative production of content and services.*

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[13] http://ec.europa.eu/information_society/activities/eGovernment/action_plan_2011_2015/docs/action_plan_en_act_part1_v2.pdf

2.3 Indicators framework

Developing a pilot within a benchmark requires the setting up of indicators that will underpin the methodology and drive the measure and ensure the overall comparability of the results across policy area, country and time. Again, building on the concept of 'pilot', it is important in this initial test phase to determine the soundness and completeness of the indicators. Such an approach therefore guarantees the framework provided is exhaustive and empowers the requester to move forward with a clear picture of how to collect the best value-adding data and underlying indicators for the purpose of future measurements.

We have therefore derived **eight indicators** based on the definition of Open Government and Transparency, the November workshop with Member States and the policy context of the eGovernment Action Plan. As anticipated briefly above, these indicators are structured, measured and presented in three distinct pilot surveys.

> I. **Policy Strategy and Monitoring survey**: Assessing a country's policy approach to Participation, Collaboration and Transparency. This point is measured via a Member State survey, based on the three indicators listed below:
> > 1. Policy Transparency indicator
> > 2. Participative Policy-making indicator
> > 3. Collaborative Policy-making indicator
>
> II. **Institution-based survey:** Focusing on Government institutions' web sites (such as the web site of a Ministry of Interior), measuring the pillars of Open (e)Government through a web survey, based on three indicators:
> > 4. Openness of Policy Process indicator
> > 5. Online Collaboration indicator
> > 6. Organisational Transparency and Accountability indicator
>
> III. **Service-based survey**: Evaluating the web sites through which eGovernment services are delivered. Specific eGovernment services or baskets of services (i.e. a web site similar to TaxOnline) are taken as the unit of analysis and are assessed using a web survey, thanks to two specific indicators.
> > 7. Transparency of Online Service Delivery indicator
> > 8. Management of Personal Data indicator

An overview and explanation of these indicators are captured in below table.

Type of survey	Name of the indicator	Description of the indicator
I. Member State survey of Policy Strategy and Monitoring indicators	1. Policy Transparency	Assesses the extent to which Governmental performance, processes and data are made transparent during the various phases of Policy-making and reporting of governance performance
	2. Participative Policy-making	Captures the extent to which Citizens/Businesses are actively being involved by Government in the Policy-making processes
	3. Collaborative policy-making	Assesses the extent to which Citizens/Businesses are actively being involved by Government in the production of Government services
II. Web survey of Institution-based indicators	4. Openness of Policy Process	Measures the availability on institutional web sites of characteristics of Openness in the policy process, e.. the extent to which these web sites stimulate and facilitate Consultation with Citizens/Businesses
	5. Online Collaboration	Measures the extent to which institutional web sites facilitate and stimulate Collaboration in the Policy-making process, e.g. through the use of social media tools
	6. Organisational Transparency and Accountability	Measures the extent to which institutional web sites provide information and guidance to understand the organisations' processes, performance and data
III. Web survey of Service-based indicators	7. Transparency of Online Service Delivery	Measures the extent to which a user is guided through and informed of the characteristics of a Government service during the various process steps of online service delivery (i.e. gets acquainted with a service, uses a service, obtains support and can give feedback on the service)
	8. Transparency of Personal Data	Measures the extent to which it is clear for a user which Personal Data the Government holds and how it is used/stored/exchanged/protected and to which extent a user can access and modify his Personal Data

Table 2.2: Indicators Framework Open Government and Transparency pilot

Similar to the annual core eGovernment benchmark[14], the suggested benchmark is mainly supply-side and measures the level of availability of a range of simple functionalities or services in each Member State, that are necessary for the effective achievement of the Open Government objectives. The benchmark is completed by a qualitative analysis underlining the different Member States' contexts and policy strategies, in order to provide depth and understanding. As with all benchmarks, this pilot is based on a selected number of questions representing by proxy (as much as possible) the most important aspects of the issue examined.

It should further be noted that *the basic indicators detailed above belong to two main categories,* with different metrics:

- *Benchmark indicators* with a binary answer (availability yes or no), where the results are computed entirely quantitatively to achieve the benchmark scores. The suggested scale of these indicators is 0-100% availability. It should be noted that at this stage, there is neither a clear definition nor way to account for 100% availability per specific indicator. Again as this is a pilot, the aim is to test the metrics of the indicators and evaluate their validity and ability to provide for data that in turn suggests realistic and shared targets.
- *Descriptive indicators,* with a range of possible answers, whose results can be clustered through semantic scales (for example High, Medium, Low) or used for qualitative descriptions.

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[14] http://ec.europa.eu/information_society/newsroom/cf/item-detail-dae.cfm?item_id=6537

3. Member State survey of Policy Strategy and Monitoring: method and results

3.1 Method

The Policy Strategy and Monitoring Member State survey focuses on the extent to which Open eGovernment is integrated in Member States' policies and legislation and to what extent the results of these policies are monitored. In order to measure Open eGovernment within the Policy Strategy and Monitoring survey, we have distinguished three indicators: I.1 the Policy Transparency indicator, I.2 the Participative Policy-making indicator and I.3. the Collaborative Policy-making indicator. For each indicator a set of questions was developed. Each of the participating Member States filled out a questionnaire. The following seven countries completed the survey: Italy, Latvia, Portugal, Spain, Lithuania, Slovenia, and Sweden. In the presentation of results (section 3.2) countries have been anonymized as the focus of the pilot is on methodology as opposed to actual performance results.

As presented in table 3.1, the Policy Strategy and Monitoring questionnaire for this pilot consisted in 11 questions. Most of them required binary (yes/no) answers, a few questions used scale (high priority/low priority), plus a comment box encouraging Member State officials to share specific remarks and insights with the study team and its broader audience. For each question, all answer options were given per sub-indicator, related to either Transparency, Participation or Collaboration This is captured in the overview table below.

Questions	I.Policy Strategy and Monitoring indicators		
	I.1.Policy Transparency indicator	I.2.Participative Policy-making indicator	I.3.Collaborative Policy-making indicator
1. In your Government's policies, what is the level of priority of the following policy objectives?	H/M/L/not mentioned	H/M/L/not mentioned	H/M/L/not mentioned
2. In your country, is there a specific policy/ strategy/ plan/ law focused on the achievement of the following policy objectives?	Yes/No/Under development	Yes/No/Under development	Yes/No/Under development
3. If such policies exist, is eGovernment named as an explicit means to achieve each of the following policy objectives?	Yes fully/Yes partially/No	Yes fully/Yes partially/No	Yes fully/Yes partially/No
4. If such policies exist, are they accompanied by implementation guidelines and action plans for each of the following objectives?	Yes/No/Under development	Yes/No/Under development	Yes/No/Under development
5. If such policies and implementation plans exist, do you monitor their results for each of the following objectives?	Yes fully/Yes partially/No	Yes fully/Yes partially/No	Yes fully/Yes partially/No
6. If such policies and implementation plans exist, is it obligatory to report on results online for each of the following objectives?	Yes fully/Yes partially/No	Yes fully/Yes partially/No	Yes fully/Yes partially/No
7. According to your Government policies, at what Government tier are such policies being implemented, for each of the following objectives, and what is each tier's degree of responsibility for implementation?	H/M/L priority	H/M/L priority	H/M/L priority
8. Please list the name and issue date of the relevant policies/ strategies/ plans/ laws if any	Open question		
9. Please provide the URL to relevant policies/ strategies/ plans/ laws if any	Open question		
10. Please provide the results of the monitoring of such policies' implementation, if available	Open question		
11. Please indicate your best practice examples in each area, if any	Open question		

Table 3.1: Metrics of the Policy Strategy and Monitoring questionnaire

Firstly, this resulted in 'plain' scores:

- Per question (most disaggregate level of results) - Overall EU average scores for each of the indicators, per question asked.
  No weights were applied, only average scores were calculated based on the seven participating countries. The disaggregated results are presented and visualised in paragraphs 3.2.1 till 3.2.7. For example:

Question 1.				
In your government's policies, what is the level of priority of the following policy objectives?				
Regarding Transparency:				
Results Question 1:		**Calculation Question 1:**		
Country A	High priority	*High priority*	2/3*100%	67%
Country B	High priority	*Medium priority*	1/3*100%	33%
Country C	Medium priority	*Low priority*	0/3*100%	0%

Secondly, synthetic scores were calculated:

- *Per policy field (Transparency, Participation, Collaboration) - Overall EU average scores for each of the three policy fields (Transparency, Participation, Collaboration), for all questions asked under a certain priority.*
  Weights were given in order to balance the value of the answers to the questions in a way that fairly represented the outcomes of the measurement. This meant that 'good' answers (eg 'high priority in policies' or 'high engagement') received a higher mark than 'average' (eg 'medium priority') or 'bad' answers (eg 'low priority in policies' or 'no guidelines in place'). For example:

Question 1.				
In your government's policies, what is the level of priority of the following policy objectives?				
Regarding Transparency ('T'):				
Results Question 1:		**Calculation Question 1:**		
Country A	High priority	*High priority*	2/3*100%	67%
Country B	High priority	*Medium priority*	1/3*100%	33%
Country C	Medium priority	*Low priority*	0/3*100%	0%

Synthetic score for Policy transparency for question 1:

Formula: (Av T-high*2)+(Av T-medium*1)+(Av T-low*0)/100

Calculation: (67*2+33*1+0*0)/100 = **1,67 (=synthetic indicator)**

Maximum score = 2,0 so in this case corresponds to 1,67/2,0*100% = **84%**

- *Degree of Open Government in general - Overall EU average score for the three policy fields combined, per question asked*
  Weights were given in order to balance the three indicators when computing the degree of Open Government for each of the questions asked. Collaborative Policy-making clearly received lower scores than the Policy Transparency indicator and is seemingly more difficult to achieve. Hence the latter has received a higher weight. For example:

Question 1. In your government's policies, what is the level of priority of the following policy objectives?			
% of countries by priority	Transparency ('T')	Participation ('P')	Collaboration ('C')
High	71	43	29
Medium	29	57	43
Low/not mentioned	0	0	29
Synthetic indicator ('SI')	**1,7**	**1,4**	**1,0**
Weight ('w')	**0,2**	**0,3**	**0,5**

Synthetic score computing three indicators into policy weighted average for Q1:

Formula to calculate Policy weighted average:	$T_{SI}*T_w + P_{SI}*P_w + C_{SI}*C_w$
Calculation:	1,7*0,2 + 1,4*0,3 + 1*0,5
Policy weighted average:	**1,27 (out of maximum 2, equals 64%)**

These synthetic scores are presented and visualized in paragraph 3.2.7.

In the following section 3.2, we will present preliminary insights that can be derived from simple statistics[15].

Also, we would like to draw attention to Annex A in which we present those very insightful good practice examples respondents generously shared with us.

3.2 Results

It is worthwhile noting that the ambition of the Policy Strategy and Monitoring questionnaire has not been to seek agreement on the meaning of specific terms or policies, nor harmonisation across Member States. Responses to the Policy Strategy and Monitoring questionnaire have clarified national contexts in which Transparency, Participation, and Collaboration are being discussed and implemented; and established a base line (a sort of 'consensus definition' and common denominator) for further analysis and interpretation of results.

The paragraphs below show the results per question asked in the Member State survey for the three indicators (Policy Transparency, Participative Policy-making, Collaborative policy-making) and finishes with a paragraph on the synthetic scores for each of these and Open Government as a whole.

3.2.1 Priority of Transparency, Participation and Collaboration in Government policies

In order to see how important the topic Open eGovernment for Member State Governments is and whether there is a difference in importance between the three policy objectives underlying the topic (i.e. Transparency, Participation and Collaboration), the first question asked Member State representatives to rate the priority of the policy objectives for their Governments.

Figure 3.2 shows that of the three policy objectives, Policy Transparency receives most attention across and within those Member States surveyed and seems to be high on the political agenda. Five out of seven countries identify Transparency as a high priority policy objective in their respective countries, while in two other countries Transparency is recognised as a medium priority task.

Participation and Collaboration receive less attention in Government policies, compared to Transparency. However, Participative Policy-making receives fair attention as most countries indicate this to be a medium priority (4 out of 7) or high priority (3 out of 7). Overall, Collaborative Policy-making seems underrated, at least in two countries who indicate that this topic receives low or no attention in Government policies. Only one country identifies all three objectives to be high on the policy agenda.

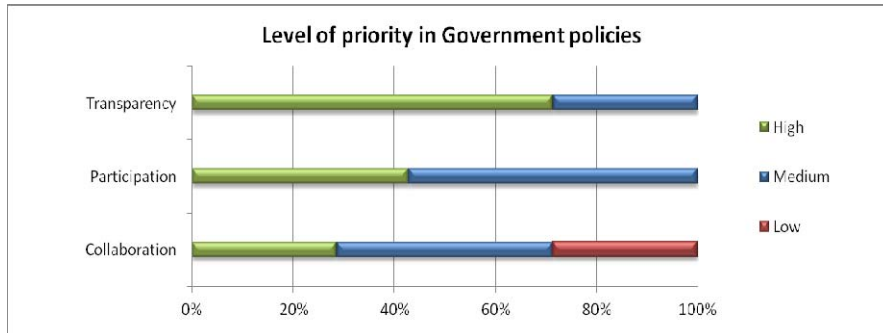[15] Raw data per question is presented in Annex B.

Figure 3.2: Level of priority of Transparency, Participation and Collaboration in Government policies

3.2.2 Translation of priorities and objectives into policies and strategies

As shown in Figure 3.3, priorities and ambitions concerning Policy Transparency have been translated into a formal document (strategy, plan, policy, law) in most countries. All countries – with the exception of one – have developed specific policies related to Policy Transparency. Out of those six countries, three also have specific policies related to Participative Policy-making. Whereas, only two countries have developed specific policy agendas for all three policy objectives.
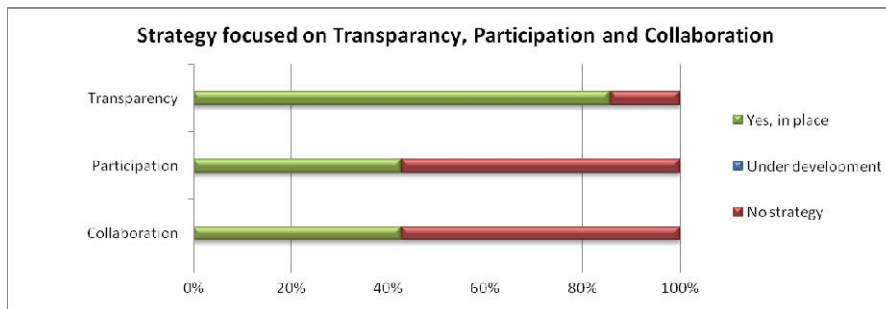
Figure 2.3: Strategy focused on Transparency, Participation and Collaboration

3.2.3 eGovernment as an enabler for Open Government

eGovernment is seen as an important enabler for an open Government, in particular for policies related to Policy Transparency and Participative Policy-making. Policy documents in three countries name eGovernment as an explicit means to achieve objectives set for Transparency in their policies. In three other Member States, it is partially mentioned as a key enabler. As figure 3.4 shows, the relation between eGovernment and realisation of Participative and Collaborative Policy-making is less self-evident. For both indicators, three countries do not even consider eGovernment as an explicit means to achieve their goals.

Figure 3.4: eGovernment as means to achieve policy objectives

3.2.4 Status of implementation of Open Government policies

The next step when assessing the status of Open Government in the participating countries, is to determine whether the open eGovernment policies are accompanied by concrete implementation guidelines and/or action plans for their realization. Figure 3.5 shows that most of the participating Member States have not yet taken steps to put Open eGovernment policies into practice. For all three indicators the majority of countries notify that implementation guidelines and/or action plans are not available. However, two countries are noteworthy, as these have undertaken steps towards realization of the policy goals for Open Government.
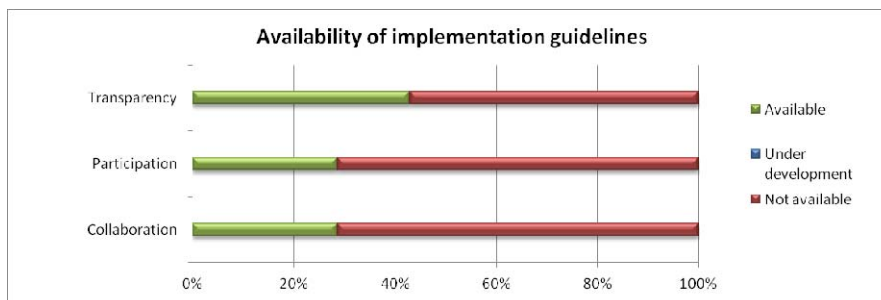
Figure 3.5: Availability of implementation guidelines and/or action plans

3.2.5 Monitoring progress of implementation

Figure 3.6 shows that availability of implementation plans (as described in above paragraph) and monitoring of implementation is no parallel process. Out of the three Member States who have implementation guidelines available, only one actually monitors the results of the process of the aforementioned implementation. As regards the participative and Collaborative Policy-making indicators, monitoring is only partially available, i.e. is potentially considered as 'headline level or snapshot' monitoring by Member States.
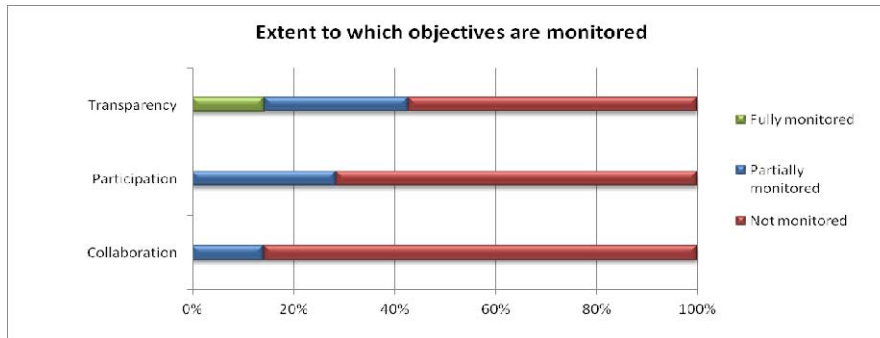
Figure 3.6: Extent to which objectives are monitored

3.2.6 Mandatory public reporting of results

In most countries, it is not obligatory to report on results for any of the three indicators. Only one Member State indicates that reporting of results as regards the Transparency of Governmental performance, processes and data during the various phases of Policy-making and monitoring is partially mandatory, revealing select aspects to public stakeholders in an ad hoc fashion, rather than systematically.
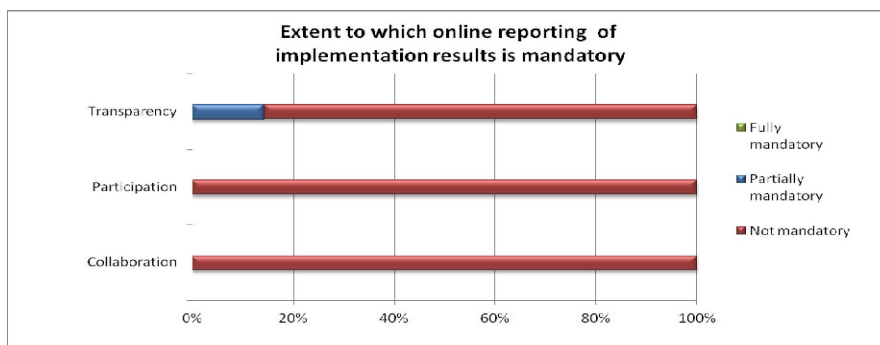
Figure 3.7: Extent to which online reporting on Transparency, Participation and Collaboration is mandatory

3.2.7 Implementation level of Open and Transparent eGovernment policy

At the start of this chapter we have distinguished three indicators that compute Open Government in the Member State survey on Policy strategy and monitoring: Policy Transparency, Participative Policy-making and Collaborative policy-making. The below figure shows a synthetic score of these three indicators, computed per aspect measured (for calculation method and weighing, please see section 3.1).

The graph shows a predictable trend: as the effort and work for a country increases from prioritizing ('in theory') to Policy-making ('passing laws and publishing policy bases') to actual implementation and performance follow up, the degree of performance in terms of what we have defined as Open Government decreases. In this sense, we see that countries award a fairly high level of priority to Open Government in their policies (which leads to a 64% score), but online reporting of achieved results on Open Government is less common (only 1%).

Implementation level of Open and Transparent eGovernment policy
(synthetic score of Transparency, Participation & Collaboration indicators)

Figure 3.8 Implementation level of Open and Transparent eGov policy (synthetic score of Transparency, Participation & Collaboration indicators)

The above finding applies for all three areas examined, i.e. Transparency, Collaboration and Participation. Figure 3.9 shows how the three indicators relate to each other in a spider web graph that combines the various aspects measured in the Policy Strategy and Monitoring survey. Two tentative conclusions can be drawn from this reflection.

Implementation level of Open and Transparent eGovernment policy
(synthetic scores per indicator Member State survey)
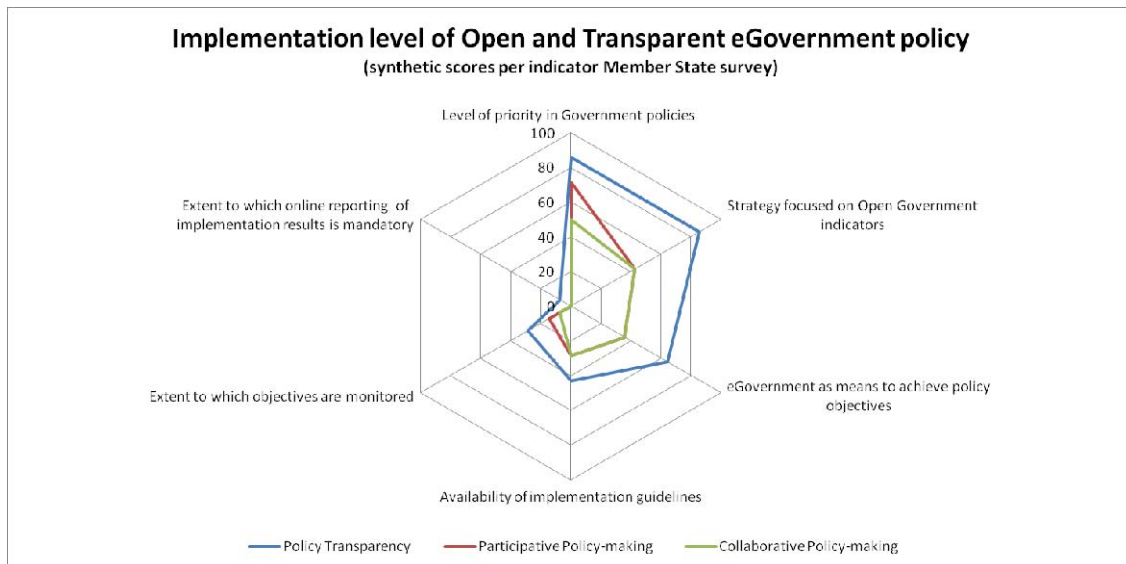
Figure 3.9 Implementation level of Open and Transparent eGovernment policy (synthetic scores per Transparency, Participation & Collaboration indicator)

Firstly, the spider diagram reveals that Open Government initiatives within countries is mostly focussed on Policy Transparency and to a lesser extent evolve around Participative and Collaborative policy-making.

Secondly, the results for prioritizing aspects of Open Government and developing strategies to address these priorities (aspects to the right of spider web) are significantly higher than results for actual implementation and monitoring (aspects to the left). The below graph (figure 3.10) presenting the synthetic scores for Open and

Transparent Government shows a similar result. This could indicate that Member States are still in the policy development stage of Open eGovernment, rather than in the implementation and evaluation stage.
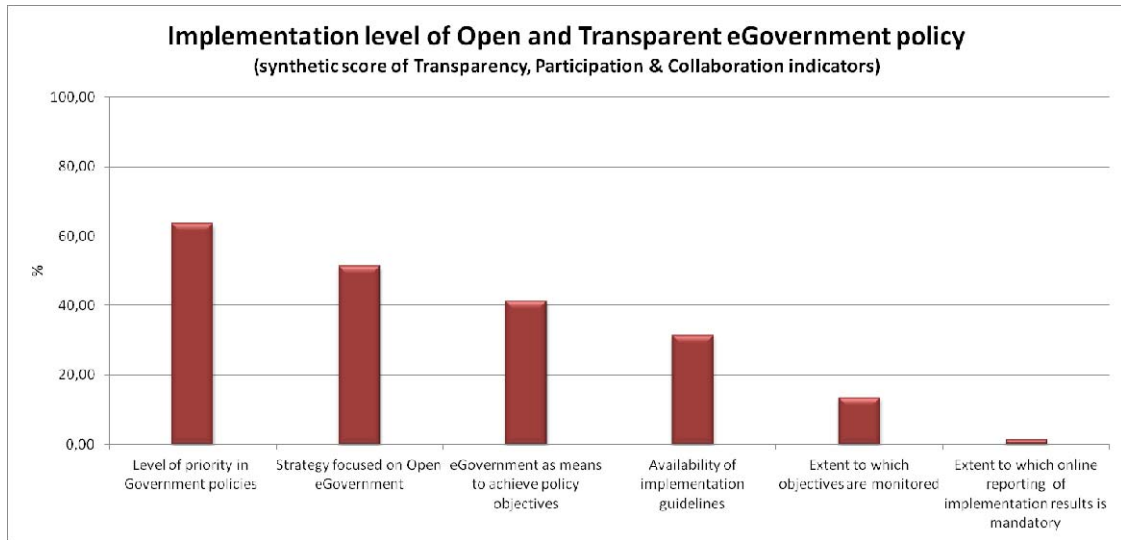
Implementation level of Open and Transparent eGovernment policy
(synthetic score of Transparency, Participation & Collaboration indicators, per country and EU7)

Figure 3.10 Implementation level of Open and Transparent eGov policy, per country and for EU7

When looking at the level of implementation of Open and Transparent eGovernment polices across Europe, most countries are halfway. Two countries reach mature levels, with scores of 64% and 61%. However, strong focus is needed to increase the European level of Open and Transparent eGovernment.

4. Web survey of Public Institutions' online presence: method and results

4.1 Method

This web survey looks into how Member States' Open eGovernment policies manifest themselves on public administrations' institutional web sites. Nine count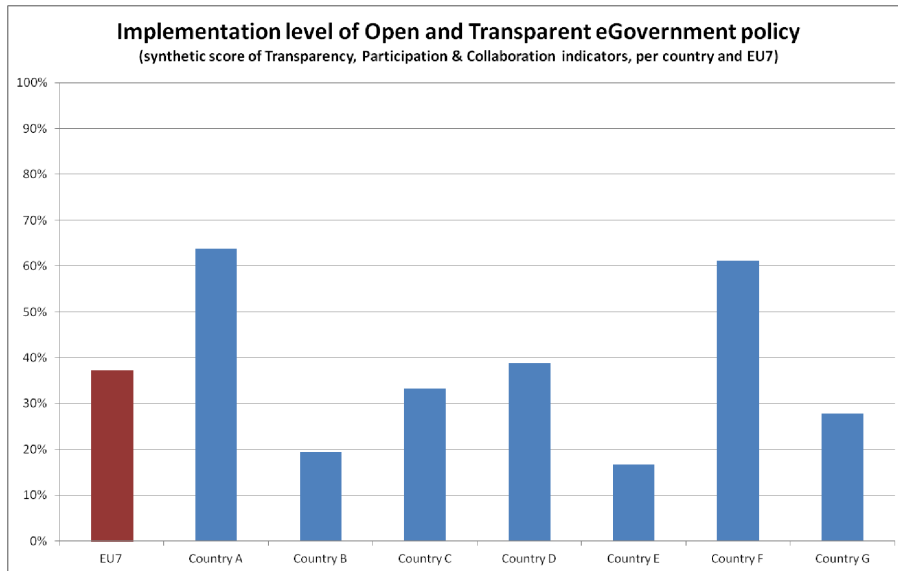ries have participated in this measurement, these are listed in table 4.1below. The web sites to survey were chosen in agreement with Member States representatives, taking into account national, federal and local Government tier web sites. The analysis of the sites was conducted by external independent web researchers. All results of the web survey have been put forward for validation to country representatives.

	Web survey of Public Institutions' online presence
	Institutions:
Norway	National Government and Ministries
	National portal for education, career and learning
	Website with Regulatory Information for Enterprises
Portugal	National Government
	Ministry of Justice
	Ministry of Economy, Innovation and Development
	City of Lisbon
	City of Porto
	City of Pombal
Slovenia	National Government
	State portal Republic of Slovenia
	City of Ljubljana
Sweden	Region of Skane
	City of Stockholm
	City of Goteborg
	Healthcare guide Region of Stockholm
	City of Karlstad
	Public Transport in Skane Region
United Kingdom	Association of Chief Police Officers Scotland
	Welsh Government
	UK Parliament
Italy	Region of Lombardia
	Region of Umbria
	Region of Puglia
	Ministry of Economic Development
	Ministry of the Environment
	Ministry for Public Administration and Innovation
Latvia	Ministry of Welfare
	Vidzem Planning Region
	City of Riga

Lithuania	Regitra Car and Driver license Register
	Ministry of Social Security and Labour
	City of Vilnius
Luxembourg	Ministry of Education
	National Government
	Youth Information Centre

Table 1.1: List of institutions surveyed

The Web survey of Public Institutions' online presence has fed three indicators, each of them focusing on a specific item relevant for measuring the availability of features that facilitate the Openness and Transparency of a Government's web presence. The three indicators are:

- Openness of Policy Process indicator
- Online Collaboration indicator
- Organisational Transparency and Accountability indicator

The web survey is based on an online questionnaire for each of these indicators. The questions included in this survey are mostly binary (Yes/No), with the exception of a few multiple choice questions and open questions. Most of the questions follow a similar structure.

For the questions with multiple answer options, an answer is considered to be 'positive' when at least half of the options plus one are ticked. When fewer options are available in that country, the answer is considered as 'negative'. The underlying assumption is that the more options are available, the more users are enabled to collaborate, participate or gain insight into an institution's way of working.

All binary questions underlying one indicator add up to 100%. Hence each question within the questionnaires is given the same weight when calculating the total score of each indicator.

Tables 4.2, 4.3 and 4.4 present the institutional web survey questions, including answer options and scores per positive answer.

For all three indicators we have calculated:

- Per country:
  - An average score per question (based on the average score of filled out questionnaires). An overview of these scores can be found in Annex C.
  - An average score per indicator (based on the average score of filled out questionnaires, for all questions). These calculations are presented in paragraph 4.2.1 till 4.2.4.
- At the EU level:
  - An average score per question (based on the average score of filled out questionnaires of all countries). An overview of these scores can be found in Annex C.
  - An average score per indicator (based on the average score of filled out questionnaires of all countries, for all questions). A presentation of these calculations can be found in paragraph 4.2.1 till 4.2.4.

Finally, to indicate in more general terms in how far the institutional web sites comply with what can be characterized as Open and Transparent eGovernment, a synthetic score has been computed. This synthetic score is the balanced average of the scores for each of the three indicators, calculated per country and for the EU9. A detailed presentation of these calculations can be found in paragraph 4.2.4.

The Openness of the policy process indicator is calculated as follows:

Questions	Answer option	Score for each positive answer
1. Does this Administration's website present principles and	Y/N	10

	guidelines for Citizens' Participation and Consultation?		
2.	Does this Administration's website show evidence that Consultations were conducted in the last 12 months and/or are being conducted now?	Y/N	10
3.	If there are Consultations, which are the channels suggested for Participation? • Individual/organisations' posts or emailed contributions • Online fora and discussions • Facebook, Twitter, wikis • Public meetings • Mobile telephone • Other (specify)	Y/N, with 6 multiple choices The answer is positive for at least 4 multiple choices	10
4.	At what level are the Citizens involved? • Information ex-ante (communication about planned policy decisions) • Consultation (request for input) • Advise (request for opinions on predefined options) • Decision (support for choice of predefined option)	Y/N, with 4 multiple choices The answer is positive for at least 3 multiple choices	10
5.	Is it possible for Citizens to track their inputs to Consultation?	Y/N	10
6.	Does the website acknowledge the Consultation's results?	Y/N	10
7.	Does the website provide evidence on how the Citizens' input was used?	Y/N	10
8.	Are the results of previous Consultations archived and searchable?	Y/N	10
9.	Can Citizens/ Businesses initiate a Consultation without being invited or restricted by Government?	Y/N	10
10.	Are the data needed to participate available and up to date i.e. are meeting minutes of Government available and up to date?	Y/N	10
11.	Are the results of Consultations made public?	Open descriptive question	None
Total for the Openness section			100

Table 4.2: Questionnaire on Openness of Policy Process indicator (Institution-based web survey)

The Online Collaboration indicator is calculated as follows:

Questions		Answer option	Score for each positive answer
1.	Does this Administration involve Citizens in the co-production of services?	Y/N	10
2.	If yes, for which services and how?	Open question	None
3.	Is it possible for Citizens to track their co-production inputs?	Y/N	10
4.	Does the website provide evidence on how the Citizens' input was used?	Y/N	10
5.	Are the data and tools needed for co-production up to date?	Y/N	10
6.	Does the website include an explicit social media policy by the Administration?	Y/N	10
7.	In which of the following channels is the Administration active?	Y/N with 3 multiple choices The answer is positive for at	10

	Questions	Answer option	Score for each positive answer
	• Social networking sites (like Facebook) • Media sharing sites (like Youtube) • Other (such as Second life, please specify)	least 2 multiple choices	
8.	Does the Administration provide information and communication through the following tools? • Tweeting • Blogging • Wikis • Social bookmarking, tagging, canvasssing • Polling / voting • Petitioning • Games • Data visualization and/or analytics tools • Other (please specify)	Y/N with 8 multiple choices The answer is positive for at least 5 multiple choices	10
9.	Does the Administration provide open data for mashing up new content, services, apps, etc.	Y/N	10
10.	Is the use of social media framed around: • The institution • Specific topics/issues suggested by the Government • Specific topics/issues suggested by Citizens or Businesses • Other	Y/N with 4 multiple choices The answer is positive for at least 2 multiple choices	10
11	Who are involved in the communication through social media? • Civil servants • Policy Makers (ministers, regulators, legislators..) • Experts and consultants • Others	Y/N with 4 multiple choices The answer is positive for at least 2 multiple choices	10
12	Please provide a brief description and attach any other relevant evidence present on the website on this topic	Descriptive	None
Total for the Collaboration section			100

Table 4.3: Questionnaire Online Collaboration indicator (Institution-based web survey)

The Organizational Transparency and Accountability indicator is calculated as follows:

	Questions	Answer option	Score for each positive answer
1.	Does the Administration's website provide the following information? • The organizational structure and chart, the names and titles of head of departments/functions, their responsibilities • Full contact information for all the key persons • The mission and responsibilities of the Administration • The list of external consultants and their wages	Y/N with 4 multiple choices The answer is positive for at least 3 multiple choices	14,29
2.	Is there a person or unit responsible for Freedom of Information and its implementation?	Y/N	14,29
3.	Does the website provide clear guidance on:		
	3.1 Citizens' rights to ask for additional information	Y/N	14,29

3.2 Ways to complain or ask for redress if the Administration does not provide the information requested	Y/N	14,29	
4. Does the Administration's website provide information on: • The organization's budget and funding sources • Annual accounts • Level and scope of investments, if applicable • Reports from external financial controllers and auditors	Y/N with 4 multiple choices The answer is positive for at least 3 multiple choices	14,29	
5. Does the Administration's website provide clear guidance on: • The Administrations' key Policy-making processes • Citizens' ability to influence Policy-making processes	Y/N	14,29	
6. Does the Administration's website provide information on: • The Administration's performance • Methods employed for monitoring and assessing the Administration's performance • Citizens satisfaction's with the Administration's services	Y/N with 3 multiple choices The answer is positive for at least 2 multiple choices	14,29	
7. Please provide a brief description and attach any other relevant evidence present on the website on this topic	None		
Total for the organizational Transparency section		100,00	

Table 4.4: Questionnaire Organisational Transparency and Accountability indicator (Institution-based web survey)

4.2 Results

The following section first looks into the three indicators for this survey separately and then closes with a paragraph on the synthetic scores indicating the degree of Open and Transparent eGovernment of institutional web sites. The disaggregated survey responses can be found in Annex C.

4.2.1 Openness of Policy Process indicator

This indicator measures in how far Public Institutions use their web presence to involve Citizens in the design and improvement of their policies e.g. through online Consultation. Several interesting findings can be drawn from the results of the questionnaire for this indicator.

The first finding is that principles and/or guidelines for Citizen Participation and Consultation are to a large extent made available on institutional web sites (EU9 average of 73%). However, putting these principles into practice is proving more difficult. The suggested channels to enable Citizens and Businesses to participate in Consultation are limited both in type and number. It is for example not common practice to have an extensive set of channels available, meaning that Governments are more likely to focus on a limited number of media, and especially the traditional channels (such as email, public meetings) as opposed to using innovative social media (see graph 4.5). Online questionnaires, referenda and focus groups are examples of consultation channels that were mentioned by Member States under the answer option 'Other' of the survey.
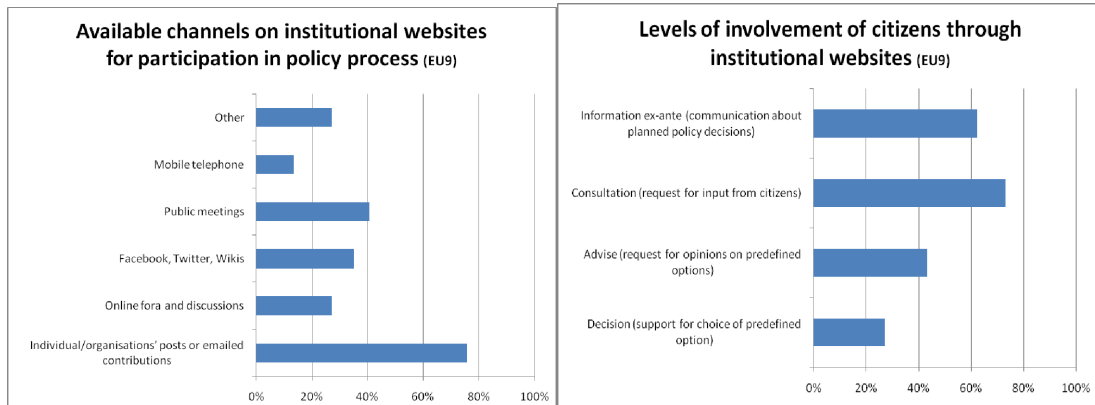
Figure 4.5: Available channels for Participation   Figure 4.6: Level of involvement of Citizens

Also, the extent to which Citizens are involved in Policy-making is strongly limited. Currently, Citizen involvement mainly takes place at the levels of 'informing ex-ante' (a one-way communication about planned policy decisions) and 'Consultation' (when input from Citizens is requested ad hoc, on a specific matter, leaving it up to Government how and when to take this input into account). This can be deducted from graph 4.6. Only 27% of the surveyed web sites involve Citizens in actual decision making to support governmental choices.

Clearly Governments are starting up initiatives to enable Citizens participate. However, the feedback loop is not always complete. Features such as Acknowledgement of Consultation results to the individual participant (in 24%), publication of results of previous Consultations (41%) and evidence on how Citizens' input was used (27%) are rarely provided on institutional web sites.

The overall results of the Openness of Policy Process indicator can be found in the graph below. The picture revealed by the graph is a mitigated one, with a large gap between the best performing country (73%) and the country at the far end of the spectrum (with 23%). The EU average of this indicators stands at 43%, suggesting that the Openness of the policy process is in an early developing stage.
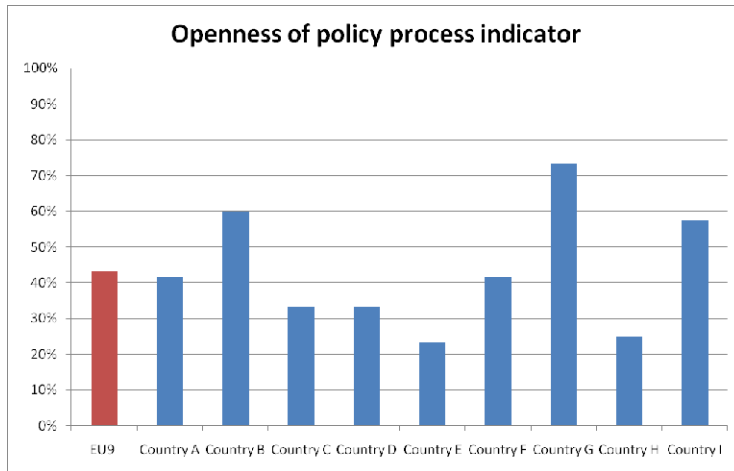
Figure 4.7: Openness of Policy Process indicator, overall scores for countries and EU9

4.2.2 Online Collaboration indicator

Similarly to the above findings, Online Collaboration through the web is also in its children's shoes in Europe. However, the survey has revealed some very interesting examples of Administrations involving Citizens through the actual co-production of policy. An overview of best practices can be found in Annex A.

One of the key goals of the Online Collaboration indicator is to assess the usage of social media on institutional web sites. The usage of social media (wikis, petitioning, blogging and similar) is uncommon amongst the measured web sites. In about one third of the cases the web sites though explain their social media policy (32% for EU). A similar percentage of institutions is active on social networking sites (such as Facebook, LinkedIn) and media sharing sites (such as YouTube) even though they have not yet integrated social media tools in their own web presence.
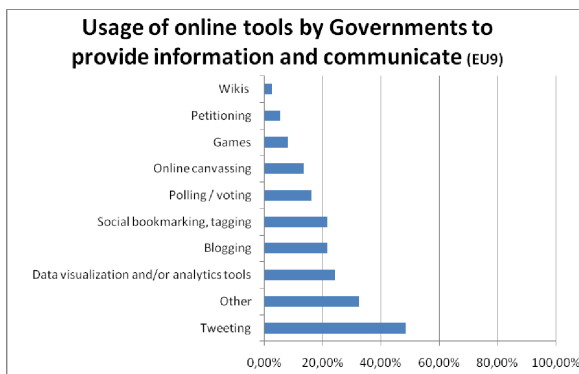

Figure 4.8: Online tools Governments use to provide information and communicate

Amongst the social media tools surveyed, tweeting messages is the most popular tool and turns out to be used on almost half of the surveyed web sites (49%). Data visualization and/or analytic tools (24%) and blogging (22%) are less common. Other tools mentioned in the surveys are, among others, YouTube, RSS feeds and newsletters and special applications ('apps').

Furthermore, as depicted in figure 4.9 below, social media on institutional web sites are primarily used for providing information about the institution itself (54% of institutional web sites follow this top down approach) and to a lesser extent to allow Citizens and Businesses to actually suggest topics for policy improvement(32%). Strikingly, Governments seem extremely reluctant to involve experts in Consultations, showing that professional discussions with input from outside the Government building are rare.
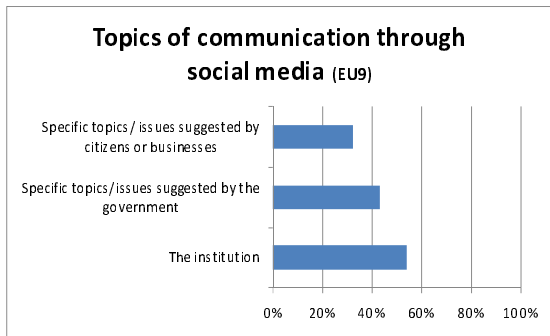

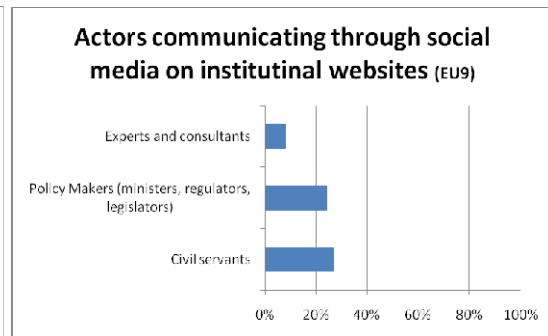Figure 4.9: Subjects of social media   Figure 4.10: Actors in social media

Again, similarly to what could be derived from the previous Openness of policy indicator, the feedback loop is not closed: proper tracking of co-production inputs by Citizens and online evidence of how Citizens' inputs are used is only made available in a very limited number of cases (16% for the EU9). Also, Governments only in a few cases provide (open) data on their web sites which could enable third parties to develop new content, services or applications. Mash up functionalities are only available on about one fifth of surveyed web sites.

The below graph depicts the overall scores for the Online Collaboration indicator for each of the participating countries as well as an average for the EU9 (left hand side of the figure). Generally, these scores can be considered as low (with an EU9 average of 27%) and signal that Governments can and should improve the way they facilitate and stimulate Collaboration on their institutional web sites, for instance through the use of social media tools which are increasingly popular amongst European Citizens. Overall, we can conclude that Governments are far from tapping the full (cost saving) potential of Collaboration with their Citizens: engagement of thought leaders in societal debates, crowd sourcing instead of solely relying on Government internal resources, a shift of responsibilities and roles from the state to Citizens and Businesses who are potentially well placed to solve a policy matter and deliver (parts of a service) or similar.
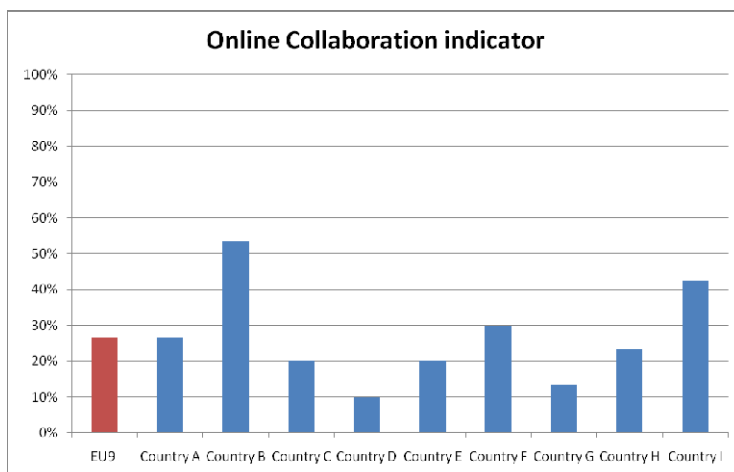

Figure 4.11: Online Collaboration indicator, overall scores for countries and EU9

4.2.3 Organizational Transparency and Accountability indicator

This indicator measures the extent to which institutional web sites inform Citizens about their organizational processes and performance. In order to measure Organizational Transparency and Accountability on institutional web sites, a series of questions were defined asking whether key information about the organization's strategy and structure, complaint procedures, operational management, key processes and performance is online available.

The results of this measurement show that the availability of above mentioned type of information is moderate (illustrated by an overall EU average of 47% across the board of assessed features). Two research questions have received particularly low scores: firstly, only 16% of the web sites surveyed allow to identify a responsible person or unit for Freedom of Information and its implementation. Secondly, information on the Administration's performance and/or its approach related to measuring its performance is scanty, as is evidence of Citizens' satisfaction with the institutional web sites.

As regards the other questions focusing on the availability of key information about Administrations and their functioning, it is noteworthy mentioning that Governments to a large extent provide clear guidance on Citizens' rights to ask for additional information (81% for the EU9) and at the same time spend considerable attention on providing guidance on complaint management (59%[16]).

The below graph shows the overall scores for the Organizational Transparency and Accountability indicator per country and for the EU9. Clearly, basic information on Public Administrations' strategy and structure, complaint procedures, operational management, key processes and performance are available online. However, improvements are to be envisioned, especially as regards information related to Administration's accountability.
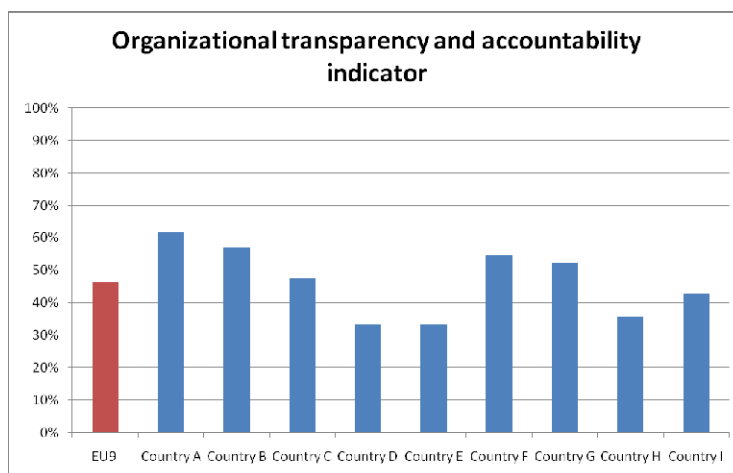

Figure 4.12: Organizational Transparency and accountability indicator, overall scores for countries and EU9

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[16] This percentage is a bit unbalanced as two countries score 0% for this question. Without these two countries, the average would rise to 71%

4.2.4 Synthetic scores: Open and Transparent eGovernment on Institutional Web sites

The below graph summarizes the findings for the three indicators measured under the umbrella theme of Open and Transparent eGovernment: Openness of Policy Process, Online Collaboration and Organizational Transparency and Accountability.

The Organizational Transparency and Accountability indicator achieves the highest average for the EU9 (47%), followed closely by the Openness of the policy process indicator (43%). Remarkably, in two countries, the latter outperforms the first. The Collaboration indicator reveals the weakest results, overall (27% average for the EU9). From this assessment, we might conclude that Organizational Transparency, Accountability and Openness of the policy process are seen as higher priorities than Online Collaboration. A possible explanation for this finding could be that Collaboration implies interactive Policy-making which requires mechanisms (IT tools), processes (organizational, budgetary) and a culture (of trust) for two way communication and hence is more difficult to achieve than static, one way communication.
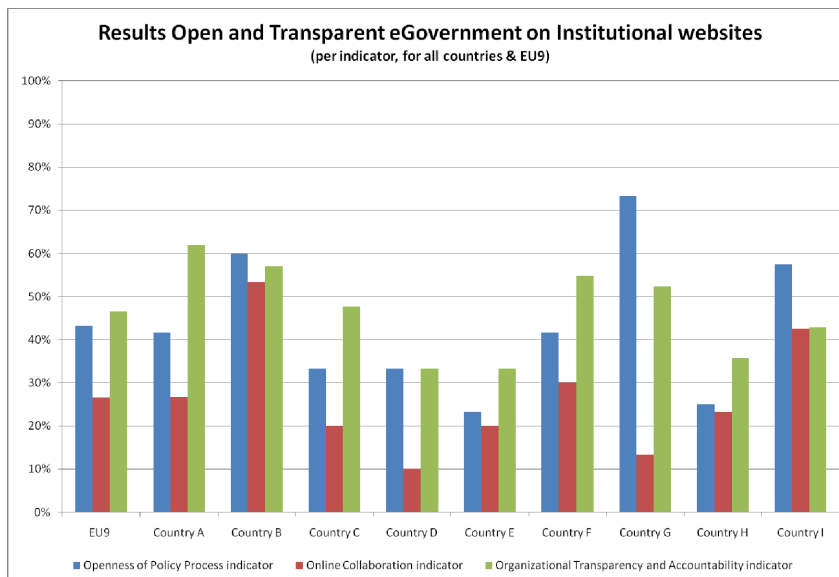

Figure 4.13: Results Open and Transparent eGovernment on Institutional web sites, per indicator, for all countries and the EU9

Finally, the computed synthetic score indicates for the above three indicators illustrate to what extent countries have adopted characteristics of Open and Transparent eGovernment on their institutional web sites.

There is a wide spread of results, fluctuating between 57% and 26% and again, significant room for improvement.

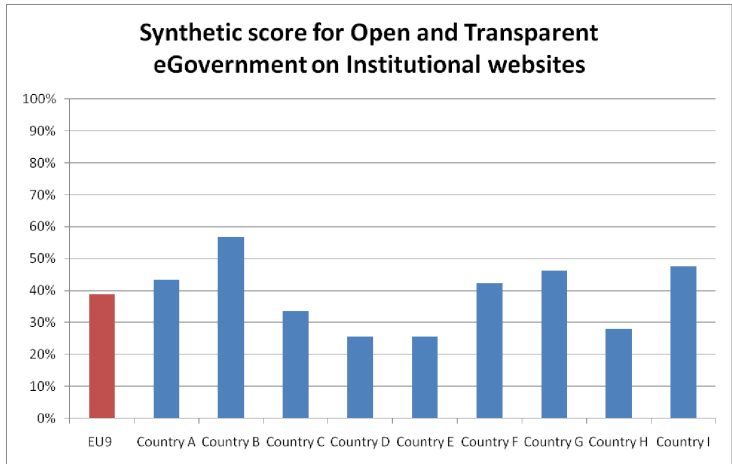**Synthetic score for Open and Transparent eGovernment on Institutional websites**

Figure 4.14: Synthetic score for Open and Transparent eGovernment on Institutional web sites, merged from the indicators of Institution-based web survey, per country and for the EU9

5. Web survey of sites through which eGovernment services are delivered: method and results

5.1 Method

The second web survey evaluates the web sites through which eGovernment services are delivered. The list of web sites was determined in agreement with Member States representatives, taking into account national, federal and local level web sites. The analysis of web sites was subsequently conducted by external independent web researchers. All results of the web survey have been put forward for validation by country representatives. The nine participating countries in this measurement are listed below in table 5.1 together with the web sites that have been assessed.

Web survey of sites through which eGovernment services are delivered

Country	Institution	Services
Italy	Ministry of Employment	Job search services
	Automobile Club of Italy	Car registration
	INPS Social Security	Social contribution for employees
	Telematic Services	Tax Services
Latvia	Ministry of Finance	Tax Services
	State Portal for Higher Education	Enrolment high education
	Customs	Social contribution for employees
Lithuania	Regitra Car and Drivers License Register	Car registration
	Centre of Registers	Registration of new company
	State Tax Inspectorate	Tax Services
Luxembourg	Direct Tax Department	Tax Services
	University of Luxembourg	Enrolment high education
	Social Security Centre	Social security services
	Portal of Luxembourg Administrative Authorities	Diverse
Sweden	Public Employment Service	Job search services
	Consumer Agency	Diverse
	Tax Agency	Tax Services
	Business portal	Diverse
United Kingdom	Identity and Passport Service a.o.	Passport service
	Planning Portal	Application for building permission
	HM Revenue and Customs	Tax Services
	Environment Agency	Environment related permits
	Employment Services	Job search services
Norway	Platform for delivering Government services electronically	Diverse
	Tax Administration	Tax Services
	Application and enrolment system for upper and higher education	Enrolment high education
	Labour and welfare Administration	Social security services
Portugal	Finance portal	Tax Services
	Social Security portal	Child allowances
	Portuguese Business portal	Registration of new company

	Institute of Employment and Vocational Training	Job search services
Slovenia	Ministry of Finance	Tax Services
	Ministry of Labour, Family and Social Affairs	Child allowances
	Business portal	Registration of new company

Table 5.1: Number of Service-based web sites surveyed

The Service-based web survey consists in two indicators measuring the Transparency of web sites:
- Transparency of Online Service Delivery indicator
- Management of Personal Data indicator

The method used for calculating averages per country, per indicator and for the EU9 is identical with the method used for the Institution-based web survey described in chapter 4.

Table 5.2 and 5.3 present the questionnaires for both indicators, including answer options and scores.

Questions	Answer option	Score for each positive answer
1. Are conditions for Citizen/Business eligibility for services available online?	Y/N	5,56
2. Is it clear what the fees for the service are?	Y/N	5,56
3. Is it clear what the delivery timelines of the service are?	Y/N	5,56
4. Is there a maximum time limit set within which the Administration has to deliver?	Y/N	5,56
5. Does the Administration deliver services pro-actively? If yes, is it clear which ones and under what conditions?	Y/N	5,56
6. Where services are outsourced (whether via internal 'agency' arrangements, private contractor outsourcing, or third-sector commissioning), is information clearly available about who commissioned the service and who delivers the service?	Y/N	5,56
7. Is information on service levels (e.g. Service Level Agreements) clearly available?	Y/N	5,56
8. Is information available about service performance?	Y/N	5,56
9. Does the user receive an acknowledgement of receipt when requesting the service?	Y/N	5,56
10. Can the user track and trace the status of service delivery?	Y/N	5,56
11. Does the user receive an online delivery notification?	Y/N	5,56
12. Can the public officer responsible for delivery be identified and contacted?	Y/N	5,56
13. Is there a form of help: FAQ section? A helpdesk? Video demos, …?	Y/N with 3 multiple choices The answer is positive for at least 2 multiple choices	5,56
14. Are feedback mechanisms available (user satisfaction monitoring, polls, surveys, ..)?	Y/N	5,56
15. Are discussion fora available (for discussions amongst users and with the Public Administration)?	Y/N	5,56
16. Are complaint procedures and redress or dispute resolutions available?	Y/N	5,56
17. Is information about the number of complaints and response times clearly available?	Y/N with 2 multiple choices The answer is positive for 2 multiple choices	5,56
18. Can Citizens contact third parties (ombudsman, independent	Y/N	5,56

referee)?		
Total Transparency of Online Service Delivery		100

Table 5.2: Questionnaire Transparency of Online Service Delivery

Questions	Answer option	Score for each positive answer
1. Are full descriptions available about Personal Data: - About which data the Government holds? - About how long it can hold the data? - About where the data is stored (e.g. in the cloud, in common vaults, in Citizen/Business specific "safes", etc.)? - About how Government can use the data? - About how Government can share the data and with whom? - About which data privacy and protection measures are in place? - About the commitment to communicating the number of security breaches involving Personal Data? - About the policies, laws and regulations governing Personal Data?	Y/N with 8 multiple choices The answer is positive for at least 5 multiple choices	20
2. What is the degree of online access for the Citizen/Business to their own data: - No access - Information on the way to access own data through traditional channels - Data available on demand (specific facility on the web site) - Is proactively informed by Government about which data is being held about him/her etc.?	Y/N with 4 multiple choices ('best' answer is picked)	20 (in case proactive), 10 (in case available on demand), 5 (in case information), 0 (no access)
3. Is it possible for the Citizen/Business to notify the Government online if they think their data are incorrect/incomplete?	Y/N	20
4. Is it possible for Citizen/Business to modify data online?	Y/N	20
5. What type of data can Citizens modify online? Please specify	Descriptive answer	-
6. Is an online appeals procedure in place if the Citizen/Business and Government cannot agree about a Citizen/Business complaint?	Y/N	20
Total indicator for Management of Personal Data		100

Table 5.3: Questionnaire Management of Personal Data

5.2 Results

The following section first shows the results for both indicators of this survey separately and then follows up with a paragraph on the synthetic scores indicating the overall degree of Transparency of Service-based web sites. Please note that the detailed data per country and per question can be found in Annex D.

5.2.1 Transparency of Online Service Delivery indicator

The questions for this indicator are structured around the customer journey, for this measurement divided into four phases of online service delivery:

- Getting acquainted with the service (questions 1-8 in questionnaire, see above table 5.3)
- Using the service (questions 9-11)
- Requesting support (questions 12-13)
- Giving feedback (questions 14-18)

The figure to the right visualizes the customer journey for online service delivery and contains average results at the EU level for each of the phases as well as for the indicator as a whole.

The figure shows that the level of Transparency decreases as one moves along the chain, from a 50% score when a Citizen is introduced to a service to a 35% score when giving feedback at the end of the cycle. This might be explained by the fact that the first phase is primarily information based (e.g. indicating costs, time and conditions for eligibility of the service), while the last phase requires interaction between Government and Citizens or Businesses.
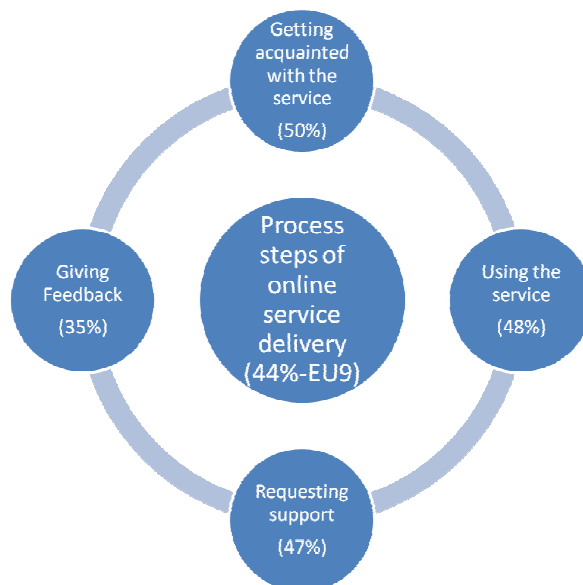
Figure 5.4: Process steps of online service delivery

During the first phase of the process most Governments provide details about eligibility conditions for online services (83% for EU9) and inform Citizens about the fees for the service (69%). At the other end of the spectrum, Governments rarely deliver services pro-actively (29%) or indicate the maximum time limits within which an Administration has to deliver a service (29%), leaving users with little guidance as to when to expect the service delivery.

As regards the last phase of the customer journey, giving feedback, the web sites reach moderate scores in terms of having feedback mechanisms and complaint procedures in place (which is the case in respectively 51% and 54% of the web sites surveyed). Web sites clearly lack information about the number of complaints and Administrations' response times for handling complaints (only provided in 14% of examined cases) nor is it common practice to have a discussion forum in place where Citizens could jointly discuss matters of interest (26% for EU9).

Across countries, the web survey for the Transparency of Online Service Delivery indicator has identified one front runner (having achieved a score of nearly 80%), a group of countries following at a distance (between 53% and 35%) and one country lagging behind in this ranking (with 21%).
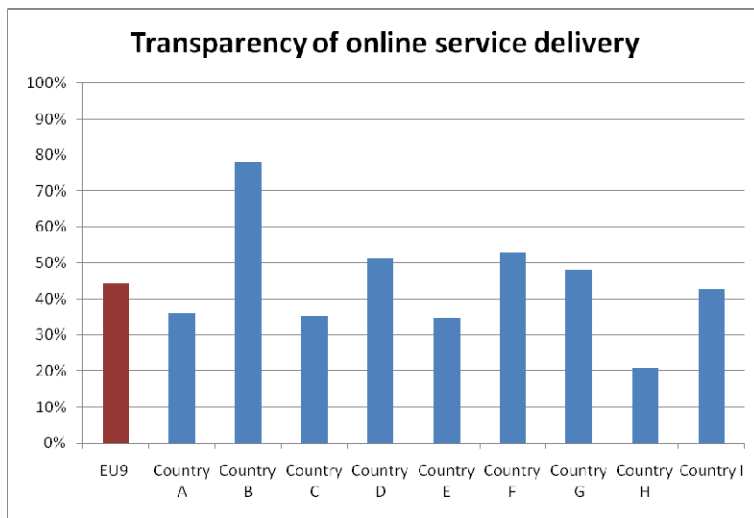
Figure 5.5: Synthetic score for Transparency of Online Service Delivery, per country and for EU9

5.2.2 Management of Personal Data indicator

The questions for the Management of Personal Data indicator have been structured in accordance with the phases of the above Service Transparency indicator:

- Getting acquainted with modalities of Personal Data management (question 1, consisting of 8 sub-questions)
- Using the modalities (question 2)
- Requesting support (question 3-5)
- Giving feedback (question 6)

As could be expected from previous results in this benchmark pilot, Governments achieve substantially higher scores for informing about Personal Data than for enabling users to alter and track and trace data through some sort of online interaction.

The first question of the survey looks into the Transparency of Personal Data in terms of eight distinct aspects such as which data Government holds, how long and where it is stored and privacy matters. The overall EU9 score for this first question is 51%, with two countries clearly outperforming the others with a maximum score for this set of questions.

The below graph 5.6 shows the degree of online access to Personal Data, i.e. whether the data is made available proactively by Government or needs to be requested. No access at all to Personal Data is seldom (only 6% of the visited web sites). At the other end of the spectrum, though, it is also very rare that Administrations inform Citizens proactively about Personal Data matters (13%). Mostly data needs to be requested, requiring that Citizens are aware of their rights to obtain this information and understand the request procedure. This might change as personalised service portals are increasingly enabling push-service options. A small majority of the surveyed web sites enable Citizens to actually ask for and retrieve their data online (52%).

Degree of online access to personal data of citizen/business (EU8*)

| 6% | 29% | 52% | 13% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

■ No access
■ Information on the way to access own data through traditional channels
■ Data available on demand (specific facility on the web site)
■ Is proactively informed by government about which data is being held about him etc.
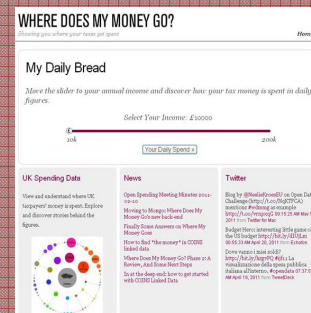
Figure 5.6: Extent to which Citizens and Businesses can online access their Personal Data

The overall indicator scores per country (as mentioned in figure 5.7) show a diverging picture, with country scores varying widely from 14% to 64%. The EU9 average stands at 37%. This indicates that Transparency of Personal Data is insufficient and empowering Citizens to own their data is still a futurity. While personalized and automated services are increasingly becoming common practice among Governments, Citizens and Businesses need be further empowered to properly exercise their rights around Personal Data management.

Management of personal data
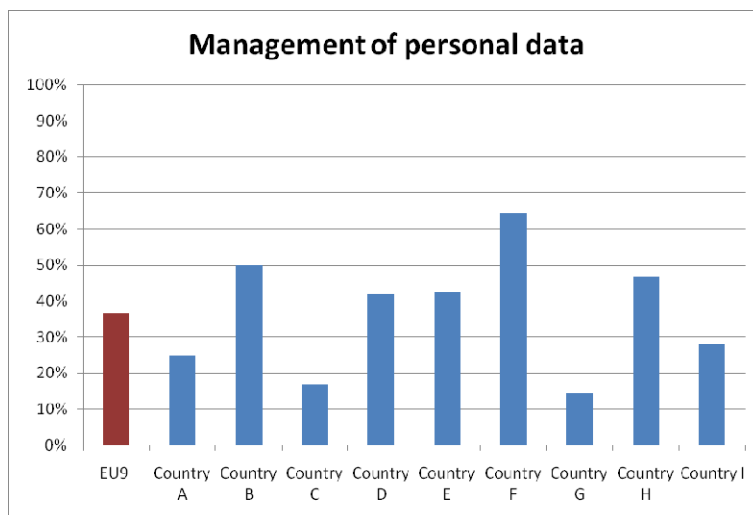
Figure 5.7: Synthetic score for Management of Personal Data, per country and for EU9

5.2.3 Synthetic indicator: Transparency of Service-based Web sites

An overview of the results for both indicators Transparency of Online Service Delivery and Management of Personal Data can be found below.

This overview shows that for the participating pilot countries online service delivery is more transparent than the way Personal Data is managed. Furthermore there does not seem to be a positive correlation between both indicators: some countries have obtained a higher average for Management of Personal Data and seemingly achieving a high score for one indicator does not automatically mean that country also performs well as regards the other indicator.
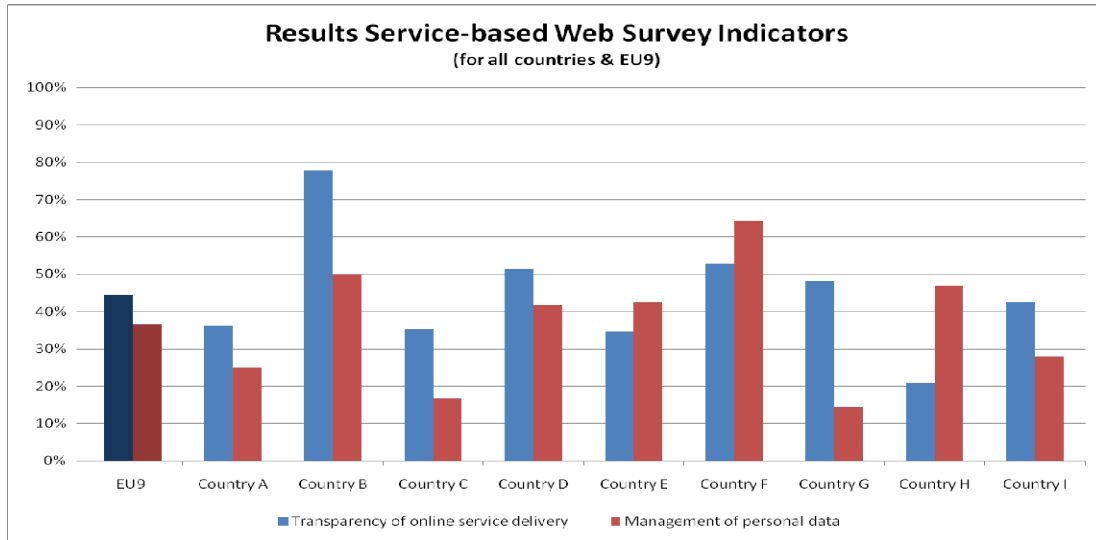
Figure 5.8: Overview of indicators of Service-based web survey, per country and for EU9

The synthetic score for Transparency of Service-based web sites is depicted in figure 5.9. The score is an average of the separate scores of the two indicators Transparency of Online Service Delivery and Management of Personal Data. The synthetic results show two countries leading the way with scores fairly above 50% and the others following at a short distance. In contrast to the average scores for the disaggregate indicators the gaps between countries are smaller. This may indicate that countries prioritize differently, some focusing on Online Service Delivery others on Management of Personal Data.
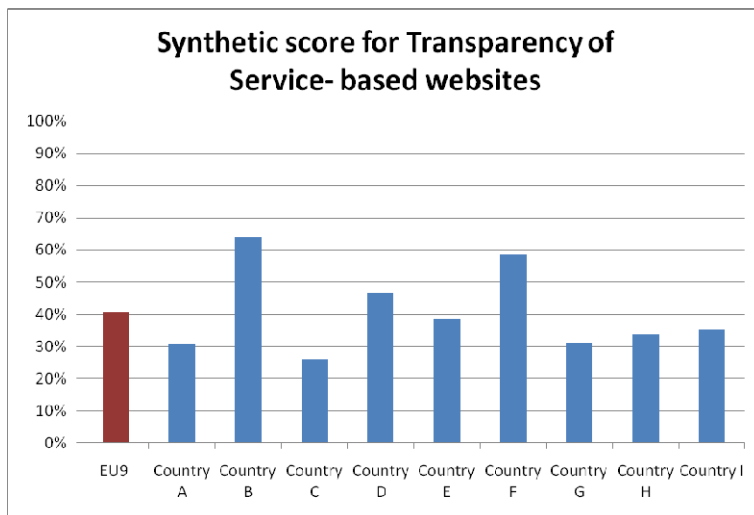
Figure 5.9: Synthetic score for Transparency of Service-based web sites, per country and for EU9

2.
6. The challenges that lie ahead

It is evident that Open Government and Transparency are key concerns for Public Administrations in Europe who fear an increasing disengagement from their citoyens and the Business community. Governments in Europe have realized that if they do not come up with adequate responses to their stakeholders' concerns, their legitimacy is at stake. Expectations are multiple: as regards Transparency of Government activities (Citizens/Business as tax payers wishing to understand how public funds are spent), accountability (Citizens/Business as voters seeking to hold Governments accountable for their performance), Participation (Citizens/Business as an integral part of Policy-making and service delivery, as contributors and pro-sumers) and innovation (Citizens and Businesses questioning Governments capabilities to embrace technological change for the sake of the betterment of public service provision).

A few things deserve the attention of the European Commissions, EU MS and the provider consortium to ensure scalability of the pilot and a fully-fledged roll-out of the measurement at the EU level.

Find adequate ways to deal with diversity.
This in culture; trust; legal foundations; and a country's (democratic) history; …Some countries look back at a rich experience with Open Government and Transparency which is inherently embedded in their administrative culture (the Baltic and Scandinavian countries for example). Others have made proof of their capabilities to embrace change and adapt (Portugal- see Wikilaw for example). The pilot came across very diverse settings, across the pilot countries and even within countries (across Government layers and departments). And, the pilot must be scalable i.e. capable of embracing for an even greater diversity amongst the EU 27. Plus there is the rest of the world, in some aspects well advanced with regards to Participation and Transparency, which is closely following the pilot's and related activities.

Tie measurements into EU policy from the start.
The EU itself is paying increasing attention to matters of Open and Transparent eGovernment (see EU PSI and Data Protection Directives planned for review for example) and there is a clear need to hard-wire the pilot to EU and Member State policies (the Digital Agenda and the new eGovernment Action Plan in particular). It cannot be repeated often enough that what is measured becomes a target, for the pilot countries but also for the rest of Europe looking for guidance as regards to what aspects of Open Government and Transparency to focus implementation efforts on.

Conduct an in-depth methodological review of the pilot experience
This pilot and feedback from participating Member States reveals that certain additional efforts are necessary to reach the goal of achieving a Open and Transparent eGovernment benchmark which is scalable to all EU Member States and fulfils the quality criteria of EU statics (see for example the Eurostat Quality Assurance Framework for Statistics[17]): relevance, accuracy, timeliness and punctuality, accessibility and clarity, comparability, and coherence.
Amongst others, some Member States recommended that specific questions require further clarification or should be considered for deletion; national contexts need greater consideration; and that there is a need for a common baseline for some level of comparability. This has also been the goal of this pilot exercise, to refine the measurement instrument. The results of this survey are also limited to the extent in which they are not fully representative for the countries or institutions studied, given the sample size of the institutions and authorities surveyed. The results serve, however, as a proxy to better understand what needs to be done and whether the direction is correct.

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at.ec.europa.eu/portal/page/portal/quality/documents/QAF%20leaflet.pdf

In order to include Open Government and Transparency in future EU wide eGovernment benchmarking activities, the following actions are recommended:

- Review the design of the measurement framework: potentially downsizing the number of research questions, keeping the best-in-breed metrics, improving metrics which are relevant but not yet mature, and dropping certain research items (for example those leading to inconclusive results (so-called flat results, where e.g. all countries are situated in the same performance range without any clear explanation for this), or lacking objectiveness).
- Reconsider the unit of analysis of the measures i.e. the web sites to survey: this means that one needs to consider including web sites other than those currently included in the eGovernment benchmark data base, the latter (too) strongly focusing on web sites of major Government institutions and service delivery sites. At the other end of the spectrum, it seems worthwhile adding more innovative and dedicated (Transparency, Participation and Collaboration-specific) public and potentially also non-public web sites and platforms. It is further vital to regularly updated the data base of web sites as the pilot assesses a moving policy target and with it an emerging phenomenon.
- Involve users in assessing in how far Citizens consider their Governments as 'open' and 'transparent': This is certainly the action which is most difficult to put into place, seen the costs and practical constraints of user testing, as well as concerns of comparability.
- Scale up the pilot to incorporate the lessons learned from this pilot and include all EU countries and a sample size of authorities sufficiently representative for each Member State.

And last but not least- move on!
The ambiguity of the existing terminology—many struggle with the differentiation between Participation and Collaboration and Transparency—and its scope between emphasizing the use of new technologies and forever changing the way Government works towards open statecraft[18], makes designing an appropriate benchmark for the Open Government and Transparency policy domain a challenge. However, the pilot study at hand has shown that the challenge can be overcome and that Europe is capable of achieving a useful baseline measurement to steer future performance. The next step, a benchmarking methodology for Open Government tested in the EU 27, would be the first of its kind and scale around the globe. It would provide the European Commission and Member States with the opportunity to underline Europe's innovativeness and boldness in pushing this agenda which is gaining importance and relevance each and every day. The key is to anticipate eGovernment practices of tomorrow as well as the needs and requirements of the technology savviest generations who hold a great potential for public Policy-making and design and must be prevented from disengaging from the public sphere.

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[18] http://www.philippmueller.de/open-statecraft-for-a-brave-new-world/

Annex A Best practice Catalogue

This annex contains a Good practice Catalogue, retrieved from the answers on the Policy Strategy and Monitoring questionnaire, provided by Member State representatives. The good practices are listed in alphabetical order and per sub-indicator. As the list is a list of examples, it is not inexhaustible. Below this table, more details and screenshots have been included.

Country	Sub-indicator	Institution	URL
Italy	Transparency	Ministry of Infrastructure and Transports	http://www.mit.gov.it/mit/site.php?o=vh&id_cat=73;
		Ministry of Economic Development	http://www.sviluppoeconomico.gov.it/index.php?option=com_content&view=article&viewType=0&idarea1=1495&idarea2=0&idarea3=0&idarea4=0&andor=AND&sectionid=0&andorcat=AND&partebassaType=0&idareaCalendario1=0&MvediT=1&showMenu=1&showCat=1&id=2013939&idmenu=2021
	Participation	National Government	http://www.magellanopa.it/semplificare
		Comune di Roma	http://www.progettomillennium.com/
	Collaboration	Comune di Venezia	http://www.comune.venezia.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/21871
		Comune di Udine	http://www.comune.udine.it/opencms/opencms/release/ComuneUdine/servizi/online/web2.html?lang=it
Latvia	Transparency and Participation	Cabinet of Ministers	http://www.mk.gov.lv/en/sabiedribas-lidzdaliba/sabiedribas-lidzdaliba/
Lithuania	Transparency	National Government	www.kaveikiavaldzia.lt.
Portugal	Transparency	National Government	www.base.gov.pt
	Participation	Municipality of Lisbon	http://www.cm-lisboa.pt/op/
		National Government	www.simplex.gov.pt
	Collaboration	National Government	http://www.portaldocidadao.pt/portal/aminharua/situationreport.asp
		National Government	Dados.gov – will be launched in June 2011 – Collaboration by re-use of public sector information
Slovenia	Transparency	National Government	http://e-uprava.gov.si/ispo
	Participation	National Government	http://e-uprava.gov.si/e-uprava/edemokracija.euprava
	Collaboration	National Government	http://predlagam.vladi.si/
Spain	Transparency	National Government	http://www.aporta.es/web/guest/buscador_de_catalogos
	Participation	Ministry of Industry, Tourism and Trade	http://www.mityc.es/telecomunicaciones/es-ES/Participacion/Paginas/linea_llamante.aspx
		Regional Government of	http://opinaextremadura.es/

		Extremadura	
	Collaboration	National Tax Agency and National Traffic Agency	
UK	Transparency	National Government and Transparency	http://wheredoesmymoneygo.org
		Companies House and the Health and Safety Executive	http://opencorporates.com
		Police	http://www.police.uk/

Best Practice Examples: ITALY

Transparency: several Administrations are fully implementing the provisions of Legislative Decree 150/2009; two in particular are worth mentioning:

1) Ministry of Infrastructures and Transports
   http://www.mit.gov.it/mit/site.php?o=vh&id_cat=73;
2) Ministry of Economic Development
   http://www.sviluppoeconomico.gov.it/index.php?option=com_content&view=article
   &viewType=0&idarea1=1495&idarea2=0&idarea3=0&idarea4=0&andor=AND&sectio
   nid=0&andorcat=AND&partebassaType=0&idareaCalendario1=0&MvediT=1&showM
   enu=1&showCat=1&id=2013939&idmenu=2021

Participation:

1) "Burocrazia! Diamoci un taglio" (Let's cut the red tape!) - proposals from Citizens to simplify procedures. See overall Report of last February
   http://www.magellanopa.it/semplificare
2) "Millennium Project" by Comune di Roma - on-line Consultations for the development of Rome http://www.progettomillennium.com/

Collaboration: several examples come from local municipalities, only a few have been suggested, including:

1) http://www.comune.venezia.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/21871;
2) http://www.comune.udine.it/opencms/opencms/release/ComuneUdine/servizi/onli
   ne/web2.html?lang=it

TRANSPARENCY - Best practice examples Italy

Transparency: several administrations are fully implementing the provisions of Legislative Decree 150/2009; two in particular are worth mentioning:

1) Ministry of Infrastructures and Transports
http://www.mit.gov.it/mit/site.php?o=vh&id_cat=73;

2) Ministry of Economic Development
http://www.sviluppoeconomico.gov.it/index.php?option=com_content&view=article&viewType=0&idarea1=1495&idarea2=0&idarea3=0&idarea4=0&andor=AND&sectionid=0&andorcat=AND&partebassaType=0&idareaCalendario1=0&MvediT=1&showMenu=1&showCat=1&id=2013939&idmenu=2021

First screenshot — Ministry of Infrastructure and Transport (www.mit.gov.it)

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Data on the organization and processes

- *Offices of the Ministry*
  Organisational chart, responsibilities and names of those responsible

- *Contact the offices of the Ministry*
  E-mail accounts, addresses, phone and fax

- *Quality standards of services provided*
  Decree for identifying quality standards of services provided under artt.1e 7 of Legislative Decree 20 December 2009, n.198 and article 28 of Legislative Decree 27 October 2009, No.15

Personnel data

- *Executives*
  Curricula, salaries, telephone numbers and e-mail

- *Holders of organizational positions*
  (There are no organizational positions for 2011)

- *Absence rates and staff attendance*
  Monthly summary data relating to each executive office general administration

- *Role of staff*
  The role of seniority of employees of the Ministry updated to January 1, 2010

- *Disciplinary code and code of conduct*
  Latest updates on discipline required by legislative decree n.150 October 27, 2009 (Articles 68 and 69), consolidated text of the disciplinary rules contained in the 2006/2009 CCNL updated, code of conduct for employees of the government (Decree of the Presidency of Council of Ministers of 28 November 2000)

Data relating to appointments and consultations

- *Assigned and payments made to consultants and freelancers - Year 2010*
  Directories list on the reliable partner in 2010 and fees paid in 2010 for reliable partner in the previous years

- *Advertising contracts and fees paid to consultants and freelancers*
  Advertising in accordance with Law No 244/2007

- *Tasks entrusted and authorized employees - infrastructure sector - in 2009*
  Lists of the annual statement

- *Tasks entrusted and authorized employees - the transport sector - year 2009*
  Lists of the annual statement

- *Regulations for the Appointment of co-operation of self-employment*
  Rules adopted by the Ministry for the award of an occasional nature of collaboration or coordinated and continuous, and its rules on advertising

Data on economic and financial management of public services

- **Supplementary contracts**
  New system of professional staff in functional areas
  Agreement of September 30, 2010 including technical and financial reports and illustrative certified by competent bodies. The document defines the profiles within the areas, detailing for each of the economic groups, the professional content, criteria and entry requirements

Sidebar:
Superior Council of Public Works
Pon Transport 2000-2006
Pon and Networks Mobility 2007-2013
Car driver portal
Coiss - Travel informed
Public Service Contracts
Sirsi
Motor Vehicles Information System
Information System Maritime Domain
Intelligent Transportation Systems
URBACT
ESPON 2013

For suggestions about this Website:
Contact Site

Second screenshot — Ministero dello Sviluppo Economico (www.sviluppoeconomico.gov.it)

HIGH CONTRAST

MINISTERO DELLO SVILUPPO ECONOMICO

MINISTRY | MINISTER | SECRETARIES | DEPARTMENTS | GOVERNMENT

Home »Transparency, assessment and merit

TRANSPARENCY, EVALUATION AND MERIT (sidebar)
- [+] Managers
- External collaborations
- [+] Employees
- Offices responsible for working directly
- Integrative agreements
- Codes of conduct and disciplinary

CONTENT

Transparency, evaluation and merit
See all
LAWS, RULES (3)
MORE (37)

TRANSPARENCY, EVALUATION AND MERIT

In line with the latest regulations, "Transparency is understood as full accessibility, including through the instrument of publication on institutional web sites of government, of information on every aspect of the organization, indicators of trends in management and use of resources for the pursuit of official duties, of the results of measurement and evaluation by the competent bodies, in order to encourage widespread forms of monitoring compliance with the principles of sound and impartial. "
In this section "Operation Transparency, assessment and concerning" the Ministry shall publish information on:

- Executives (curriculum vitae, salary, institutional addresses)
- Offices responsible for working directly with (political-administrative positions)
- Organizational positions
- Rates of absence and presence of personnel administration, aggregated for each executive office, as provided by Law No. 69, 2009
- Consulting assignments
- Advertising executive positions vacant
- Additional agreements relating to personnel and non-executive director, together with the Reports and the technical report - by certified financial control bodies
- Subsidies and welfare measures for staff

The publication of all data is conducted in accordance with Legislative Decree 150/2009 and pursuant to Resolution No. CIVITATE 105, October 14, 2010 "Guidelines for the preparation of three-year program for the transparency and integrity."

ANNEXES
- Decree of adoption of transparency and integrity of three-year plan 2011-2013
- Transparency and integrity of three-year plan 2011-2013

Portal map - Accessibility - General Archive

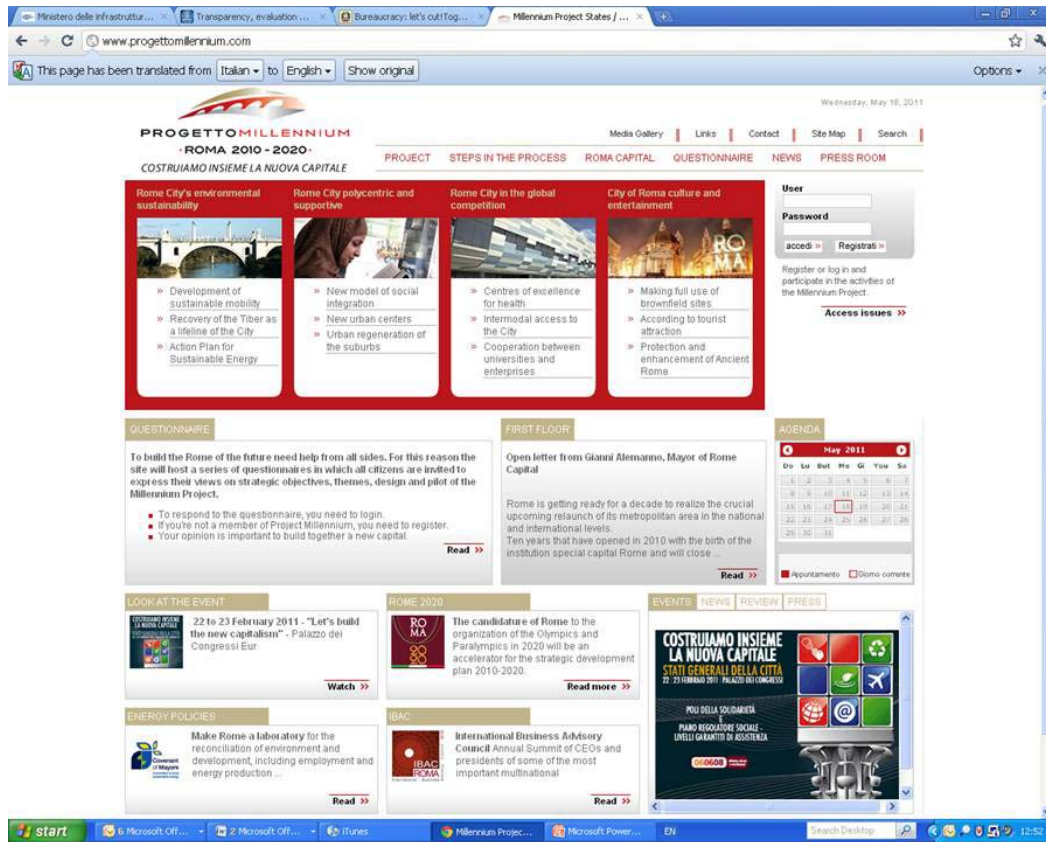# PARTICIPATION - Best practice examples Italy

Participation:

1) "Burocrazia! Diamoci un taglio" (Let's cut the red tape!) - proposals from citizens to simplify procedures. See overall Report of last February http://www.magellanopa.it/semplificare

2) "Millennium Project" by Comune di Roma - on-line consultations for the development of Rome http://www.progettomillennium.com/

COLLABORATION - Best practice examples Italy

Collaboration: several examples come from local municipalities, only a few have been suggested, including:

1) http://www.comune.venezia.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/21871;
2) http://www.comune.udine.it/opencms/opencms/release/ComuneUdine/servizi/online/web2.html?lang=it

www.comune.venezia.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/21871

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ENG

Città di Venezia

cerca nel sito | Trova

Home | **City** | Tourism | Culture | I am | I am interested in

You are in: Home > Web 2.0

Web 2.0

How does the City

The philosophy of Web 2.0 to reform the public administration: this is the objective of administering 2.0, a project underway in the City of Venice, aims to transform the relationship between citizens and government through new technologies that allow unmediated access to information and services and encourage cooperation between citizens and local government to solve everyday problems.
The following are some examples of application of the philosophy of Web 2.0 in the government, innovative products that are concrete manifestations of cultural leap that the City of Venice has done.

/ / Venice> connected

/ / Venice> connected is an innovative project which is part of a sustainable tourism policies promoted by the City of Venice, and consists of a unique platform for access to city services, aimed at monitoring and managing the flow of tourists who arrive every year in the old town and the Venetian mainland. From February 1, 2009 the portal / / venice> connected is running for the booking and selling on-line public services in the city: for example, you can purchase tickets for public transport, reserve parking, or visits to museums no problems of expectations and discounted prices, with helpful links to some of the greatest Venetian accommodation including hotels and bed & breakfast. This project aims to encourage the reservation prior to arrival in the city through a differentiated pricing policy according to a schedule based on three different seasons, which charge more convenient for those who book online, by directing the flow of arrivals. The portal will also suggest practical details regarding your visit to the city, offering tours to explore the less frequented areas of the old town and the islands.

Visit the **site / / venice> connected**

ARGOS

ARGOS (Automatic & GrandCanal Remote Observation System) is an innovative system to control navigation in the Canal Grande. Through a series of sensors distributed along the channel, able to track the position, speed and direction of each vessel, Argos provides:
- Continuous monitoring and real-time traffic boats
- The immediate identification of critical situations (accidents, congestion) and the early adoption of remedial action by the municipal police
- The identification of violations and misconduct by drivers of the boats required to ensure effective enforcement action

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www.comune.udine.it/opencms/opencms/release/ComuneUdine/servizi/online/web2.html?lang=it

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Italian | Friuli

Udine Comunica
Il Comune al servizio del cittadino

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you are in: The new Web 2.0 services of the Municipality of Udine | « back

WEB 2.0 The new Web 2.0 services of the Municipality of Udine

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indicates a disservice
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your ideas
wiki Regulations
Voting services

Services
- Online Services
- One Stop Shop Inter-
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- Grant wedding hall
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  The newsletter of the City of Udine
- Links

THE COMMUNICATION AND INFORMATION
Where to find information, services, offices, procedures and forms ...

stop shop
for productive activities and

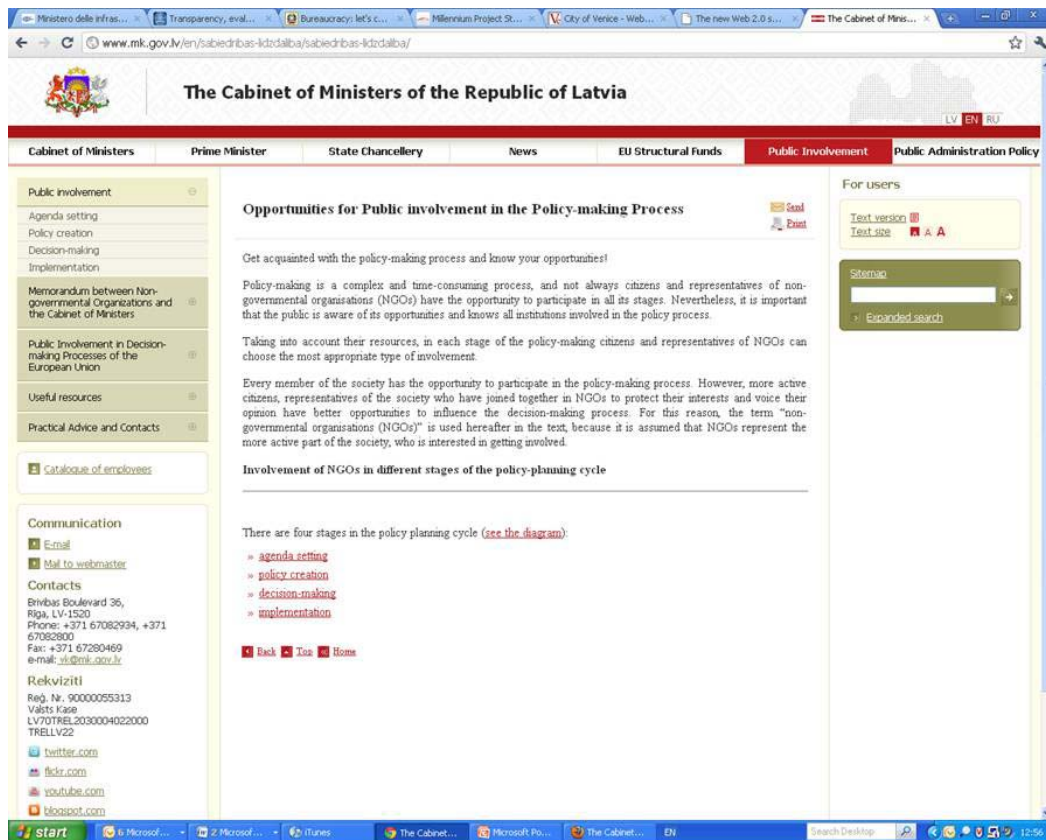services online

assessment and transparency on

Certified E-Mail

What is Web 2.0

Web 2.0 is a term widely used today when it comes to network communication. Term which Wikipedia explains very well and generally represents a set of approaches to using the network in an innovative way to develop interactivity and sociality. Participation, cooperation and above all sharing are the keywords of Web 2.0 and the Municipality of Udine has embraced, providing a range of services of the new concept of the network.

Interactive maps with GoogleMap

The personalization service of Google Maps lets you view a series of maps divided into themes. At this stage there are the cultural map Udine, Udine, health, transport and Udine Udine green. The individual maps allow you to see the town plan, interact with the functionality of "Zoom" (enlargement / reduction of the scale) and "pan" movement. You will be able to view some points of interest that a brief description and links for further information. In future we plan to develop the integration of maps with Udine cultural routes.

- See all available maps

RSS Feed

It 's a system of aggregating content through RSS (Really Simple Syndication) allows you to make visible the information contained on the site without having to access the site. E 'possible to receive information on news and events of the City, calls for tenders, assignments and contests.

- The feed of the Municipality of Udine

YouTube

It 's the Youtube channel of the City of Udine. There are videos tourist, cultural, information about the city.

- View the videos

Social Bookmarking

The service allows you to insert / report, the major portals, social bookmarking, the pages of the City of Udine. Social bookmarking sites organize their content through the use of tags (labels, categories). The popularity of these sites is constantly growing, as they are an easy and intuitive way to identify, classify, sort and share Internet resources through the practice of labeling and categorizing (tagging).

- All of the service is available at the bottom

Best practice examples: LATVIA

Best Practice Examples -

"Public involvement" section at the Cabinet of Ministers' website serves as best practice example in the area of Transparency and Participation.

1) http://www.mk.gov.lv/en/sabiedribas-lidzdaliba/sabiedribas-lidzdaliba/

The Cabinet of Ministers of the Republic of Latvia

LV EN RU

Cabinet of Ministers | Prime Minister | State Chancellery | News | EU Structural Funds | Public Involvement | Public Administration Policy

Public involvement

Agenda setting
Policy creation
Decision-making
Implementation
Memorandum between Non-governmental Organizations and the Cabinet of Ministers
Public Involvement in Decision-making Processes of the European Union
Useful resources
Practical Advice and Contacts

Catalogue of employees

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Mail to webmaster
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Fax: +371 67280469
e-mail: vk@mk.gov.lv
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For users

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Sitemap

Expanded search

Creation of goals and guidelines (agenda) of the government

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Each government has a developed agenda that provides for changes in many policy areas. Every country has only limited budget resources, so not all ideas included in programmes of parties can be implemented. Usually, the agenda includes problematic issues important for the society that must be solved.

According to Section 5 of the Law on Structure of the Cabinet, the Cabinet of Ministers commences fulfilment of its duties after the *Saeima* (the Parliament) has listened to the Prime Minister's report on formation of the Cabinet of Ministers, has reviewed the declaration on planned activities of the Cabinet of Ministers, as well as given the government a vote of confidence. The Cabinet of Ministers acts in accordance with the Government Declaration.

On the basis of the Government Declaration the next step is the development of Government's action plan, as a testimony of its political will. It is a document containing the tasks and results of overall work of the Cabinet of Ministers, and it is developed in order to systematically implement the declaration on activities of the Cabinet of Ministers headed by the Prime Minister, and to establish directions of work of ministries, the Secretariat of Minister for Special Assignments, and other institutions, as well as priority measures for implementing the commitments contained in the Government Declaration.

Government's action plan provides a link between the Government Declaration, annual action plans of ministries and, in the future, also medium-term working strategies (strategic plans) of institutions.

At the basis of implementation of Government's action plan is the principle of collegiality, cooperation and openness. During the process of preparing the document the responsible institutions have identified and indicated in the Action Plan those institutions that will be involved in implementation of the activities. Thus, cooperation is ensured with other public institutions and non-governmental organisations.

Government's action plan is available on the Internet homepage of the Cabinet of Ministers. Thus, the public is provided with constantly updated information on the work of the government, and the declaration on planned operation of the Cabinet of Ministers is implemented.

Opportunities for NGOs in this stage:

1. Attract the attention of politicians and mass media to issues important to the particular NGO.
2. Cooperate with the candidate to the position of the Prime Minister and political parties (during preparation of the declaration), with ministers of the new Cabinet of Ministers and ministries in preparing and implementing the action plan of the government declaration.
3. Follow the implementation of the tasks undertaken, plan their own activities.

© Information prepared by the State Chancellery has been used.

The Cabinet of Ministers of the Republic of Latvia

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Cabinet of Ministers | Prime Minister | State Chancellery | News | EU Structural Funds | Public Involvement | Public Administration Policy

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Development of draft policy planning

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In accordance with the declaration, ministries prepare drafts of policy-planning documents and legal acts. At this stage policy planners in ministries perform initial assessment of impact of the proposed policy, by forecasting possible impact of a policy or a legal act on the public both in economic and financial aspect. Also, the impact of a policy or a legal act on different involved groups is studied. When starting to develop a draft legal act or a draft policy planning document ministries increasingly rely on experts from NGOs, since they need additional information and opinions in the particular area. In several ministries consultative councils have been set up who continuously participate in the development of draft legal acts and policy planning documents, and give opinions on them.

The types of documents are defined in the Rules of Procedure of the Cabinet of Ministers.

External legislative acts:

1. Satversme (Constitution) of the Republic of Latvia

2. Laws and international agreements included in the Latvian legal system with a law, regulations of the Cabinet of Ministers with the force of law, adopted in accordance with Article 81 of the *Satversme* of the Republic of Latvia.

3. Regulations of the Cabinet of Ministers and international agreements included in the Latvian legal system with regulations of the Cabinet of Ministers.

4. Binding regulations of local governments.

External legislative acts are adopted or issued by public institutions legitimised in the *Satversme* and laws of the Republic of Latvia – the *Saeima*, Cabinet of Ministers, and local governments. External legislative acts are binding upon all natural persons, including legal persons.

Saeima adopts laws.

The Cabinet of Ministers issues regulations, instructions, proposals. The Cabinet of Ministers adopts decisions in the form of an order or protocol resolution.

Local governments issue binding regulations that are binding only in the territory of a particular local government.

Internal legislative acts:

Instructions, proposals, rules of procedure, rules, internal regulations of institutions, and other procedures of adoption of administrative decisions.

Internal legislative acts are not binding upon natural persons. They are issued by the Cabinet of Ministers, ministries, institutions and officials, and they are binding upon subjects subordinated to the Cabinet of Ministers, institutions or

The Cabinet of Ministers of the Republic of Latvia

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Decision-making

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Irrespective of whether an NGO is involved following its own initiative or upon invitation of a ministry, it must be aware of what is the aim of this cooperation and what actual influence the organisation may achieve.

An NGO as a cooperation partner of ministries is:

1) an additional source of expertise and information;
2) a cooperation partner for formulating, explaining, implementing and assessing a policy;
3) the first that warns about potential risks or failures of a policy;
4) a promoter of the work of public administration institutions, which prompts to work in a more professional manner, to formulate the policy in a way that is more comprehensible to the public, and consult the public in time.

NGOs should take into account the above-mentioned factors in order to better understand their cooperation partners and find the most successful models of cooperation.

Processing of draft documents if prepared by MINISTRIES

Processing of draft policy planning documents and legislative acts in the Government

Processing of all documents in the Government can be divided in three stages:

1. Meetings of state secretaries
   In order to coordinate opinions and prepare draft legal acts for consideration in the Government, the processing of documents starts with their announcement at the meeting of state secretaries. At the meeting, a list of all submitted draft policy planning documents, draft legal acts, as well as announced drafts that have been revoked is approved. Also, at the meeting, decisions are made on the need for public discussions, the need for an annotation or additions in the explanatory note; the drafts are reviewed in substance on which agreement was not reached through the coordination process, etc.
2. Meetings of the Cabinet Committee
   Draft policy planning documents announced at the meeting of state secretaries and drafts on which no agreement was reached at the meeting of state secretaries. The Cabinet Committee also considers drafts diverted from the sitting of the Cabinet. Each draft is discussed in substance.
3. Sittings of the Cabinet
   The Cabinet of Ministers is a collegiate institution that adopts political decisions.

Implementation of a policy

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In order to know whether activities performed during implementation of a policy correspond to the planned ones – both in terms of selection criteria and the planned goal – and whether they solve the problem for the elimination of which the particular policy was developed, regular assessment of policy planning documents is needed that takes into account also the public opinion on the actual impact of the policy to be implemented on the quality of living conditions.

Opportunities for NGOs in this stage:

1. Actively follow and participate in the assessment of policy programmes, take part in working groups, studying particular subjects within the framework of projects, etc.
2. Express their opinion on the problem by sending letters and statements to officials of the responsible institutions.
3. Facilitate discussions about the issue with the help of mass media.

Main forms of political involvement in today's society are:

1. Voting in national and local elections;
2. Voting in referenda;
3. Agitation and other types of participation in election campaigns;
4. Active participation in political parties;
5. Active participation in non-governmental organisations;
6. Participation in political demonstrations, industrial strikes, strikes devoted to household issues, the aim of which is to change public policy;
7. Participation in consultative councils, committees of the government;
8. Participation in consumer unions in the public sector;
9. Involvement of representatives in implementing social policies;
10. Different forms of public activities related to household, nature protection and similar issues on a local scale.

Mechanisms of involvement:

» Letters (to the Prime Minister, Cabinet of Ministers or State Chancellery (Absurdities Prevention Bureau) about the problem, proposals to change legislative acts, etc.),
» Meetings with officials during visitors' reception hours;
» Participation in consultations organised by ministries;

Best practice examples: LITHUANIA

Best Practice Examples

www.kaveikiavaldzia.lt. Website is oriented towards Citizens, providing them with up-to-date information about the daily work of the Government. It aims to help Citizens to better understand what Government is doing and, hereby, aims to encourage and facilitate Citizens' Participation. Website gathers in one place legal acts, legislative proposals and initiatives. It also offers a 'search' functionality to find information on the activities of certain Public Institutions or concrete politicians.

Best practice examples: PORTUGAL

Best Practice Examples

Transparency:
1) **Base.gov** - Central portal where the results of all public tenders must be published. (www.base.gov.pt)

Participation:
1) **Lisbon Participatory Budget** - Since 2008, the municipality of Lisbon annually promotes a participatory budget initiative. Its main objective is to contribute to an informed, active and responsible intervention of the civil society in local governance processes. It ensures the Participation of Citizens in the decisions that allocate resources to the municipal public policies, promoting a more effective response of the municipal executive to the real needs and aspirations population. (http://www.cm-lisboa.pt/op/)
2) **Simplex Programme** - With annual editions, the measures foreseen come mostly from public services proposals and commitments. However, a strong component of public Participation is also used in the programme. Since 2007, an annual public Consultation initiative has been developed, allowing the Public Administration to listen and let Citizens influence the development of public services. The 2010 Simplex Public Consultation occurred from the 9th of April to the 5th of May. Using a blog format (http://consulta2010.simplex.gov.pt/), the general public had access to 53 measures proposed by several ministries, and could also propose new ones. The results of the Consultation process were considered satisfactory. (www.simplex.gov.pt)

Collaboration:
1) **Fix my street** - Launched in September 2009, the Fix my Street project is one of the most emblematic initiatives of new Government to Citizen's Collaboration. Through a central Governmental portal, any Citizen can report the most diverse situations about public space, from lighting problems to gardens maintenance, from past abandoned vehicles to the necessary collection of damaged appliances. (http://www.portaldocidadao.pt/portal/aminharua/situationreport.asp)
2) **Dados.gov** - With a launch foreseen to June 2011, this open data initiative represents a major Government commitment in terms of Collaboration, through the re-use of public sector information.

TRANSPARENCY - Best practice examples Portugal

Transparency:

1) Base.gov - Central portal where the results of all public tenders must be published. (www.base.gov.pt)
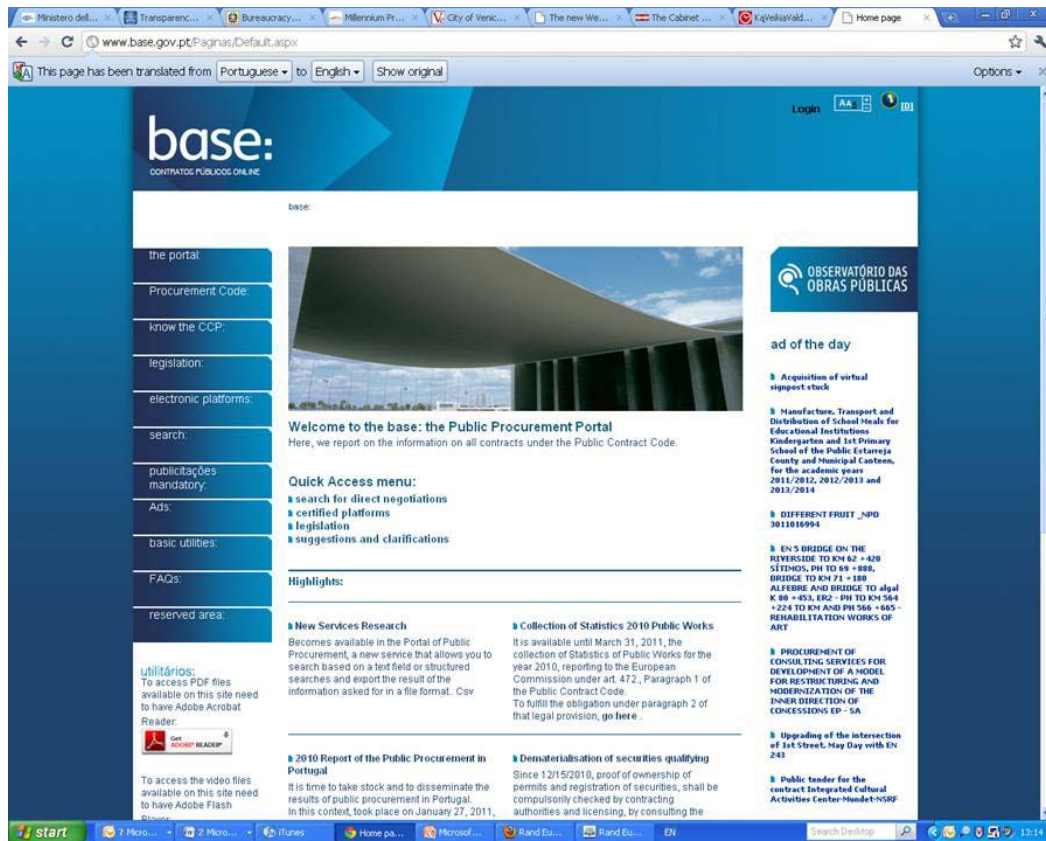
PARTICIPATION - Best practice examples Portugal

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COLLABORATION - Best practice examples Portugal

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Best practice examples: SLOVENIA

Best Practice Examples

Transparency:

      1) **ISPO system:** http://e-uprava.gov.si/ispo

Participation:

      1) **eDemocracy/IPP:** http://e-uprava.gov.si/e-uprava/edemokracija.euprava

Collaboration:

      1) **Prediagam Vladi (my suggestion to Government):** http://predlagam.vladi.si/

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| IN THE DISCUSSION | THE VOTE | THE REPORTED | THE RESPONSE BODY | INAPPROPRIATE | ALL |

THE NEW PROPOSAL

RECENT PROPOSALS

Author ahac36 Nuncio | The debate takes place until: 05/30/2011
young and pension reform (Number of comments: 7)
First I will briefly describe the reason for my categorically zavračane + the pension reform and a proposal on how the pension reform closer to young people. So, for ten years, living ...

Author peter i | Discussion takes place through: 30/05/2011
Proposes a ban on recruitment of students in some firms (Number of comments: 4)
I suggest more control over delodejalci mainly in paying salaries to the students because many of them now do not pay anything or almost nothing for their work and by dismissing ...

Author katja | The debate takes place until: 30/05/2011
Social Security (Number of comments: 1)
Hello I want to state to arrange for social independence of young people. Providing them with what they need. The fact is that everyone needs for independence from the home nest a lot of financial support. MI ...

Author of The Phoenix | The debate takes place until: 30/05/2011
Savings in administrative units (Number of comments: 2)
I propose to introduce changes to sending registered mail. Correspondence should be first sent to the addressee as ordinary or electronic. Within three days the addressee acknowledged ...

THE LAST RESPONSE FROM THE RELEVANT GOVERNMENT AUTHORITIES IN YOUR SUGGESTIONS

Author ro2067 | In response body 18.05.2011
The law on the construction of facilities and necessary permits (Number of comments: 11)
Hello! As of the POI (Law on building construction) appears to be the last amendment of it has changed some basic concepts. I notice that in the revised law no longer exists adaptation o. ..
15 For | 0 Against

Author peter i | with the response Authority 17.05.2011
Proposes to abolish the Ministry for Slovenes Abroad (Number of comments: 4)
I propose the abolition of the Ministry of Slovenes zamejce and Slovenes, instead of this ministry is completely unnecessary, as the president appoint a special envoy for the Slovenian me ...
19 For | 6 A

Author psisozakon | In response body 17.05.2011
Animal Protection Act and the register of dangerous dogs (Number of comments: 6)
I suggest the Government to amend the existing law on animal protection, which currently provides that each time a dog bites another dog (mammal), regardless of the circumstances as soon as an entry in the register neva ...
29 For | 2 Against

Author mlad25 | In response body 17.05.2011
Reducing the speed limit in the fast lane (Number of comments: 20)
Pozdravleni, proposed by the government that in the fast lane on the motorway speed limit reduced from the

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young and pension reform

14.05.2011, in the discussion
Proposes a ban on recruitment of students in some firms

16.05.2011, in the discussion
Social Security

18.05.2011, with the response Authority
The law on the construction of facilities and necessary permits

Best practice examples: SPAIN

Best Practice Examples

Transparency: All e-services of National Government and a great part of the services of the regional and local tier can be tracked via electronic means.

1) The Public Sector Information Catalogue shown at the Aporta Project Web site (http://www.aporta.es/web/guest/buscador_de_catalogos) provides access to all public sector information available to National Government. Web site also includes access to all major "Open data" initiatives at regional and local Government (http://www.aporta.es/web/guest/enlaces_aporta).

Participation:

1) The Ministry of Industry, Tourism and Trade frequently runs Participation initiatives related to Telecommunications (http://www.mityc.es/telecomunicaciones/es-ES/Participacion/Paginas/linea_llamante.aspx) and Information Society (http://www.mityc.es/dgdsi/es-ES/participacion_publica/Paginas/publica.aspx) . Both achieve and give access to past Consultations.
2) There are several initiatives at other Government tiers. The more recent case is the Regional Government of Extremadura. The initiative "Opina Extremadura" (http://opinaextremadura.es/) even has an iPad App.

Collaboration: National Tax Agency and National Traffic Agency.

TRANSPARENCY - Best practice examples Spain

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PARTICIPATION - Best practice examples Spain

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Telecommunications

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- Provincial headquarters
- Services
- Aid
- Online procedures
- Legislation
- Public Participation

Areas of interest

- Rights of users of Telecommunications
- Digital TV
- Telecommunications infrastructure
- Radio Spectrum
- 2010 Spanish Presidency of the Council of the European Union
- Spain at CeBIT 2010

You are in : Telecommunications » Public Participation

Public Participation

Closed public consultations

Back ←

The Electronic Communications Committee (ECC) of the European Conference of Postal and Telecommunications (CEPT) has launched a public consultation on a draft recommendation on the Caller Line Identification (CLI) and Origin Identification (OI).

Information on CLI / OI is transmitted through electronic communications networks in order, inter alia, to provide the called party number from which the communication. This information can be used to return missed calls, authenticate access to certain services (voicemail, etc.), The malicious call trace, the location of the caller's location to emergency services, etc.

However, currently are being detected cases of apparently fraudulent use of the information the caller, often for commercial reasons. These practices have an effect desvaforable based services in the CLI / OI.

The use of the information provided by the CLI / OI is based on trust that all operators involved in a communication, in particular the home operator, report only the correct information. But with increased seating capacity and a significant increase in the number of networks of different types are beginning to glimpse new challenges to ensure the authenticity of the CLI / OI.

The purpose of Recomedación is to propose measures to increase confidence in the information contained in the CLI / OI.

The text of the public consultation is published on the website of the European Communications Office (ECO). We invite all stakeholders, operators, manufacturers and users to submit their views to that entity.

📄 Draft Recommendation on CLI / OI

The deadline for submission of comments ends on **March 31, 2011** .

Comments can be sent also to the Secretary of State for Telecommunications and Information Society, to the following email address:

consultasnumeracion @MITT is

Madrid, 20 December 2010

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Information society

- Secretary of State
- Services
- Aid
- Online procedures
- Legislation
- Public Participation

Areas of interest

- Extension Plan of broadband in rural and remote areas (PEBA)
- Audiovisual Media
- Law Society Services Information
- Local Moves Site

You are in : Information Society » Public Participation

Public Participation

Closed public consultations

Back ←

At present, there is no public consultation.

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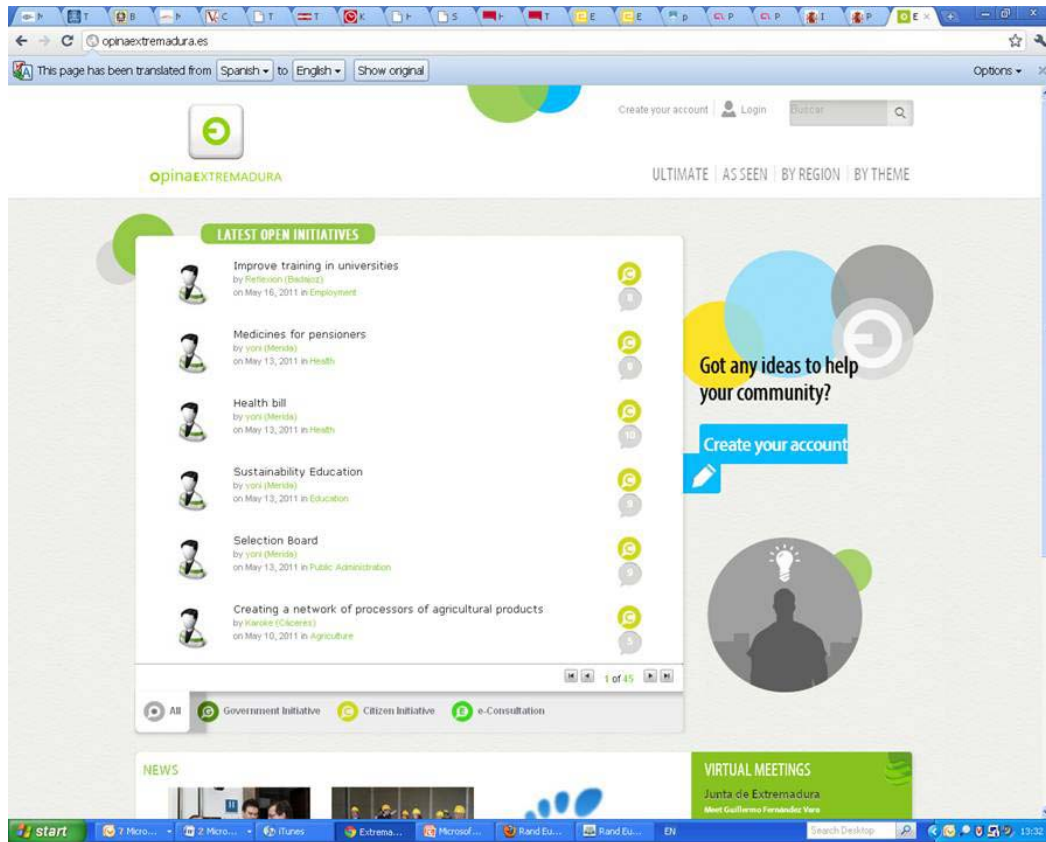
COLLABORATION- Best practice examples Spain

Collaboration: National Tax Agency and National Traffic Agency.

1) The National Tax Agency allows intermediaries to provide services for citizens and businesses for more than 10 years.

2) The National Traffic Agency has recently imitated the model for their driving licence service.

Best practice examples: SWEDEN

In Sweden, Transparency receives high priority, followed by Participation (medium priority) and then Collaboration (low priority). A specific policy was formulated addressing the issue of Transparency; policy for Participation is currently under development. There is no specific policy targeted to Collaboration.

eGovernment is seen to as an explicit means to achieve Transparency; link is made less explicit for Participation.

Policy-making is implemented top down for all three objectives; i.e. high engagement at national level, medium engagement at regional/federal level and low engagement at local level.

Best Practice Examples

Best practice examples: UK

Contact at the Cabinet Office's Transparency Team felt that it was not appropriate for them to fill out the Member State survey. The Transparency Team felt that they "could only provide an answer on Transparency, not on Participation or Collaboration, but even there the questions/possible answers are either too wide or too narrow, and [they] would need to dedicate quite a lot of time trying to fill comment boxes." At this moment, the Transparency team would not have the resources to do this. However, the team provide top lines and a number of bullet points with related links to help us gain an understanding of the UK Government Transparency Agenda – presented below:

Ambition of the Transparency Team is to make the UK the most transparent Government in the world.

- **To make Government more accountable:** by exposing Government spending and structured to enable the public to hold Government to account for its performance and encouraging departments to improve controls on public spending and further reduce their costs.
- **To improve public services and support the Big Society:** by giving Citizens the information they need to make informed decisions about their public services and incentivising providers to improve service quality.
- **To stimulate economic growth:** by enabling Businesses to develop innovative new products and applications, and giving companies, social enterprises, and charities the opportunity to compete to offer public services.

Since May 2010, the Government has published regularly updated data including:

- Historic COINS spending data
- All new central Government contracts and tenders worth over £10,000 on a single website (real time)
- Details of all central Government spending transactions over £25,000 – with some departments publishing all transactions over £500 (monthly)
- Details of Minister's meetings, hospitality, gifts and overseas travel (quarterly)
- Government department organisation charts and salaries of senior civil servants earning more than £150,000 (bi-annually)
- Energy use of Government department's HQ buildings (real time)
- Information on all DfID international development projects over £500 (real time)
- 'Street-level' crime data, to provide the public with detailed local information (monthly)
- Primary and secondary school spend per pupil (annually)

Currently, activities focus on **making it easier for the public to access:**

- **Introduce a legal Right to Data** so the public can request any Government held datasets, and have these published on a regular basis.
- **Revising the quality and format of datasets** released across Government.
- **Reviewing data.gov.uk** to make the site more user- friendly to better serves its various uses.

Headlines:

- [Prime Minister's letter:](#) on 31 May 2010, the Prime Minister David Cameron sent a letter to departments on plans to open up Government data and it is anticipated that a follow-up letter with be issued in June.

- [The Public Data Principles](): which provide behavioural guidance for public bodies on how they need to do Business now.
- **Right to Data:** With the [Right to Data]() we are extending the scope of the Freedom of Information (FOI) Act to ensure that datasets (raw source data) are released as available for re-use, and where practicable in a re-usable format, whether in response to requests or through their publication schemes
- **Data.gov.uk:** The [data.gov.uk]() service was conceived as a single point of access to all local and national Government data. It was developed for a range of users: developers, Businesses, activists, and academics for free re-use currently with over 6,000 individual datasets. Data.gov.uk supports the [Open Data Challenge]().
- **Transparency Strategy**: This summer the Cabinet Office will be publishing a strategy, setting out the Government's vision for Transparency. This will be followed in the Autumn by departmental responses setting out what further data will be published.
- [Transparency Board](): The Public Sector Transparency Board was established by the Prime Minister in June 2010 to drive forward the Government's Transparency agenda, making it a core part of all Government Business and ensuring that all Whitehall departments meet the new tight deadlines set for releasing key public datasets. The Board is also responsible for setting open data standards across the whole public sector, listening to what the public wants and then driving through the opening up of the most needed data sets.
- **Open Government Licence:** the UK Government is in favour of re-use of public data for commercial and non-commercial purposes, and its commitment is that all data should be published in a re-usable format. The UK Government Licensing Framework (UKGLF) provides a policy and legal overview for licensing the re-use of public sector information both in central Government and the wider public sector. It sets out best practice, standardises the licensing principles for Government information and recommends the use of the UK Open Government Licence (OGL) for public sector information. (*see the [UK Report on the Re-use of Public Sector Information, just published in April 2011]()*)
- [Public Data Corporation](): The UK is developing plans for a new Public Data Corporation, which will for the first time bring together Government bodies and data into one organisation and provide an unprecedented level of easily accessible public information and drive further efficiency in the delivery of public services.
- [Transparency and Privacy Review](): Cabinet Office Minister Francis Maude commissioned a review of the impact of Transparency on privacy whose findings are set to be published this month.

Press coverage/note:

The UK Government published Business plans for every Whitehall department in November 2010 in order to improve Transparency in Government and make the civil services more Business-like. A recent Guardian article (14/05/2011) highlights considerable delays, and states that "overall, 76 milestones have been missed across Government triggering ministers to rewrite the deadlines to give themselves extra time only five months after they were first published".[19] Sources (sent by the opposition party) highlight the Cabinet Office as the worst offender with 17 late or changed targets out of the 87 across Government. Key delays relevant to this study include:
- **Public services reform white paper** – six months
- **Abolish quangos with non-statutory function** – six months
- **Extend "right to data" to public services** – 16 months
- **Establish a big society bank** – 12 months
- **Fully automated processing for Business taxes** – seven months
- **Start-up hub for new Businesses** – three months

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[19] [http://www.guardian.co.uk/society/2011/may/13/Governments-legislative-agenda-suffering-delays]()

- **Tax simplification** – three months

Best Practice Examples – Transparency

Where does my money go? http://wheredoesmymoneygo.org
- This website shows people how their taxes are spent. It helps to provide the context of public spending: how much is spent, where, on what, and how it has changed over the years.
- The COINS database, as released by the Treasury in June 2010, was key. It was then combined with public sector spending data as released by September 2010.

Open Corporates http://opencorporates.com
- A website showing current and former companies within the UK, Bermuda and Jersey so Government suppliers can be scrutinised; including the known payments they have received from the public sector and whether they have failed to comply with Health and Safety laws in the past.
- Information from Companies House and the Health and Safety Executive, combined with public sector spending data as released by September 2010.

Crimemapper, as integrated into http://www.police.uk/
- Giving people detailed information about the crimes committed in their neighbourhood
- Home Office crime data as released in February 2011

opencorporates The Open Database Of The Corporate World alpha

Search

We have information on 12,359,034 companies

Filter by jurisdiction

41,388 Bermuda
22,904 Prince Edward Island (Canada)
6,547,739 United Kingdom
96,111 Gibraltar
122,859 Croatia
121,141 Isle of Man
78,109 Iceland
61,023 Jersey
121,638 Luxembourg
48,847 Malta
2,188,873 Netherlands
239,983 Singapore
184,496 Slovenia
97,653 Alaska (US)
220,685 District of Columbia (US)
999,380 Michigan (US)
955,679 Missouri (US)
210,526 Wyoming (US)

Filter by data held

29,989 Company Address
4,956 Financial Transaction
135,503 UK Gazette Notice
7,936 Approved Government Supplier
14,314 UK Health & Safety Notice
53,013 Official Register Entry

Use Google Refine to match companies in your data

See screencast now

"This is the kind of resource the (Digital) Single Market needs"

Neelie Kroes, Vice-President of the European Commission

POLICE.uk

Welcome to your local crime and policing website for England and Wales.

This website provides you with helpful information about crime and policing in your area.

Enter your postcode, town, village or street into the search box below, and get instant access to street-level crime maps and data, as well as details of your local policing team and beat meetings.

Search

Links to individual UK police force websites »

data.gov.uk   Directgov   CRIMESTOPPERS 0800 555 111

ROCKKITCHENHARRIS   NPIA

Annex B Data input Member State Survey

This annex provides the detailed results obtained through the Member State survey on Policy Strategy and Monitoring.

Question 1. In your Government's policies, what it the level of priority of the following policy objectives?

	Transparency			Participation			Collaboration		
	High	Medium	Low	High	Medium	Low	High	Medium	Low
Country A	X				X			X	
Country B	X			X					(X)
Country C	X				X			X	
Country D	X			X			X		
Country E		X			X				X
Country F	X			X				X	
Country G		X			X		X		
Totals	6	2		3	4		2	3	2

Question 2. In your country, is there a specific policy/ strategy/ plan/ law focused on the achievement of the following policy objectives?

	Transparency		Participation		Collaboration	
	Yes	No	Yes	No	Yes	No
Country A	X		X		X	
Country B		X		X		X
Country C	X			X		X
Country D	X			X		X
Country E	X		X			X
Country F	X		X		X	
Country G	X			X	X	
Totals	6	1	3	4	3	4

Question 3. If such policies exist, is eGovernment named as an explicit means to achieve each of the following policy objectives?

	Transparency			Participation			Collaboration		
	Yes, fully	Yes, partially	No	Yes, fully	Yes, partially	No	Yes, fully	Yes, partially	No
Country A	X				X			X	
Country B		X		X					X
Country C	X					X			X
Country D		X		X				X	

Country E			X			X			X
Country F	X				X		X		
Country G		X				X		X	
Totals	3	3	1	1	3	3	1	3	3

Question 4. If such policies exist, are they accompanied by implementation guidelines and action plans for each of the following objectives?

	Transparency		Participation		Collaboration	
	Yes	No	Yes	No	Yes	No
Country A	X		X		X	
Country B		X		X		X
Country C	X			X		X
Country D		X		X		X
Country E		X		X		X
Country F	X		X		X	
Country G		X		X		X
Totals	3	4	2	5	2	5

Question 5. If such policies and implementation plans exist, do you monitor their results for each of the following objectives?

	Transparency			Participation			Collaboration		
	Yes, Fully	Partially	No	Yes, Fully	Partially	No	Yes, Fully	Partially	No
Country A	X				X				X
Country B			X			X			X
Country C		X				X			X
Country D		X			X			X	
Country E			X			X			X
Country F			X			X			X
Country G			X			X			X
Totals	1	2	4		2	5		1	6

Question 6. If such policies and implementation plans exist, is it obligatory to report on results online for each of the following objectives?

	Transparency			Participation			Collaboration		
	Yes, Fully	Partially	No	Yes, Fully	Partially	No	Yes, Fully	Partially	No
Country A			X			X			x
Country B			X			X			X
Country C		X				X			X
Country D			X			X			X
Country E			X			X			X
Country F			X			X			X
Country G			X			X			X
Totals	0	1	6	0	0	7	0	0	7

Annex C Raw data Institution-based web survey

This annex provides the detailed results obtained through the web survey of institutions' online presence.

Scores for Openness of Policy Process:

			Openness of Policy Process indicator										
Country	Score per positive answer	Number of surveys	1 Yes	2 Yes	3 Yes	4 Yes	5 Yes	6 Yes	7 Yes	8 Yes	9 Yes	10 Yes	Average score per survey
Country A	10	6	100%	83%	17%	33%	50%	0%	67%	33%	33%	0%	**42%**
Country B	10	3	67%	33%	67%	100%	33%	33%	67%	67%	33%	100%	**60%**
Country C	10	3	67%	33%	33%	33%	67%	33%	0%	0%	0%	67%	**33%**
Country D	10	3	67%	33%	0%	0%	0%	0%	67%	67%	33%	67%	**33%**
Country E	10	3	33%	33%	33%	33%	33%	33%	0%	0%	0%	33%	**23%**
Country F	10	6	83%	67%	17%	50%	33%	33%	33%	33%	17%	50%	**42%**
Country G	10	3	100%	100%	0%	0%	100%	100%	100%	67%	67%	100%	**73%**
Country H	10	6	50%	50%	0%	0%	33%	0%	33%	50%	17%	17%	**25%**
Country I	10	4	75%	75%	25%	25%	75%	25%	75%	50%	50%	100%	**58%**
EU9	10	37	73%	59%	19%	30%	46%	24%	49%	41%	27%	51%	**43%**

Scores for Online Collaboration:

			Online Collaboration indicator										
Country	Score per positive answer	Number of surveys	1 Yes	3 Yes	4 Yes	5 Yes	6 Yes	7 Yes	8 Yes	9 Yes	10 Yes	11 Yes	Average score per survey
Country A	10	6	0%	0%	0%	0%	17%	33%	17%	67%	67%	67%	**27%**
Country B	10	3	100%	33%	33%	67%	33%	33%	33%	0%	100%	100%	**53%**
Country C	10	3	67%	0%	0%	33%	100%	0%	0%	0%	0%	0%	**20%**
Country D	10	3	0%	0%	0%	0%	0%	33%	0%	0%	33%	33%	**10%**
Country E	10	3	33%	33%	0%	0%	0%	33%	0%	33%	33%	33%	**20%**
Country F	10	6	50%	17%	17%	33%	33%	50%	17%	17%	50%	17%	**30%**
Country G	10	3	33%	33%	33%	33%	0%	0%	0%	0%	0%	0%	**13%**
Country H	10	6	50%	17%	33%	17%	50%	17%	0%	0%	50%	0%	**23%**
Country I	10	4	50%	25%	25%	50%	50%	50%	50%	25%	50%	50%	**43%**
EU9	10	37	41%	16%	16%	24%	32%	30%	14%	19%	46%	32%	**27%**

Scores for Organizational Transparency and Accountability:

			Organizational Transparency and Accountability indicator							
Country	Score per positive	Number of	1 Yes	2 Yes	3,1 Yes	3,2 Yes	4 Yes	5 Yes	6 Yes	Average score per
Country A	14,29	6	100%	0%	100%	83%	33%	67%	50%	**62%**
Country B	14,29	3	33%	67%	67%	100%	33%	100%	0%	**57%**
Country C	14,29	3	100%	0%	100%	67%	33%	33%	0%	**48%**
Country D	14,29	3	33%	33%	67%	0%	67%	33%	0%	**33%**
Country E	14,29	3	33%	0%	67%	33%	33%	33%	33%	**33%**
Country F	14,29	6	67%	0%	67%	83%	83%	67%	17%	**55%**
Country G	14,29	3	100%	33%	100%	0%	33%	100%	0%	**52%**
Country H	14,29	6	0%	0%	83%	67%	33%	50%	17%	**36%**
Country I	14,29	4	25%	50%	75%	50%	25%	50%	25%	**43%**
EU9	14,29	37	54%	16%	81%	59%	43%	59%	19%	**47%**

Synthetic scores per indicator and overall:

	Openness of Policy Process indicator	Online Collaboration indicator	Organizational Transparency and Accountability indicator	Synthetic score for Open and Transparent eGovernment on Institutional websites
EU9	**43%**	**27%**	**47%**	**39%**
1 Country A	42%	27%	62%	**43%**
2 Country B	60%	53%	57%	**57%**
3 Country C	33%	20%	48%	**34%**
4 Country D	33%	10%	33%	**26%**
5 Country E	23%	20%	33%	**26%**
6 Country F	42%	30%	55%	**42%**
7 Country G	73%	13%	52%	**46%**
8 Country H	25%	23%	36%	**28%**
9 Country I	58%	43%	43%	**48%**

Annex D Raw data Services based Web survey

This annex provides the detailed results obtained through the web survey of online service delivery sites.

	Transparency of the online service delivery																		
	0			Getting acquainted with the service								Using the service			Requesting support		Giving Feedba		
Country	Score per positive	Number of surveys	1 Yes	2 Yes	3 Yes	4 Yes	5 Yes	6 Yes	7 Yes	8 Yes	9 Yes	10 Yes	11 Yes	12 Yes	13 Yes	14 Yes	15 Yes	16 Yes
Country A	5,56	4	75%	75%	25%	25%	25%	25%	50%	50%	50%	25%	50%	25%	0%	50%	50%	25%
Country B	5,56	3	100%	67%	100%	100%	33%	67%	100%	67%	100%	100%	100%	100%	100%	100%	100%	33%
Country C	5,56	3	100%	100%	0%	0%	33%	0%	0%	0%	67%	67%	67%	33%	33%	67%	0%	67%
Country D	5,56	4	100%	50%	50%	0%	25%	75%	100%	100%	25%	50%	0%	100%	75%	75%	50%	50%
Country E	5,56	4	75%	25%	50%	25%	0%	25%	25%	50%	50%	25%	25%	25%	100%	25%	0%	100%
Country F	5,56	4	75%	100%	75%	50%	75%	0%	50%	50%	100%	100%	100%	100%	0%	25%	0%	50%
Country G	5,56	3	100%	100%	67%	67%	33%	100%	100%	100%	33%	33%	33%	0%	67%	0%	0%	33%
Country H	5,56	4	50%	50%	0%	0%	50%	25%	0%	0%	0%	0%	0%	0%	75%	75%	50%	0%
Country I	5,56	6	83%	67%	50%	17%	0%	67%	50%	50%	50%	50%	33%	0%	50%	50%	0%	100%
EU9	5,56	35	83%	69%	46%	29%	29%	43%	51%	51%	51%	49%	43%	40%	54%	51%	26%	54%
										50%			48%		47%			

Scores for Transparency of Personal Data:

Transparency of Personal data								
Country	Score per positive	Number of surveys	1 Yes	2 Yes	3 Yes	4 Yes	6 Yes	Average per survey
Country A	20	4	50%	0%	25%	25%	25%	**25%**
Country B	20	3	33%	17%	100%	100%	0%	**50%**
Country C	20	3	33%	17%	33%	0%	0%	**17%**
Country D	20	4	100%	9%	50%	25%	25%	**42%**
Country E	20	4	50%	13%	50%	100%	0%	**43%**
Country F	20	4	100%	22%	100%	100%	0%	**64%**
Country G	20	3	67%	6%	0%	0%	0%	**14%**
Country H	20	4	50%	9%	100%	75%	0%	**47%**
Country I	20	6	0%	7%	67%	33%	33%	**28%**
EU9	**20**	**35**	**51%**	**11%**	**60%**	**51%**	**11%**	**37%**

Synthetic scores per indicator and overall:

	Transparency of online service delivery	Management of personal data	Synthetic score for Transparency of Service-based websites
EU9	**44%**	**37%**	**41%**
Country A	36%	25%	**31%**
Country B	78%	50%	**64%**
Country C	35%	17%	**26%**
Country D	51%	42%	**47%**
Country E	35%	43%	**39%**
Country F	53%	64%	**59%**
Country G	48%	14%	**31%**
Country H	21%	47%	**34%**
Country I	43%	28%	**35%**