



Manifesto for the proposal of

NESSI Working Group on

Open government: public sector is moving towards stakeholders¹

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Draft Version : 1.0

November 5th, 2007

¹ The title of this NWG is a proposal under discussion. We look for more suitable and “innovative” name that would express the real objectives of this NWG. The name will be finally decided during the next SC meeting.



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1. Motivation

The WG title " Open government: public sector is moving towards stakeholders " symbolises the next step of the relation between the Citizens and Government. It is based on the idea, that up to now Government strategy was orientated towards Citizens.

Why OPENGOV and not simply egov? Because public sector needs a new approach and we would like to fix a discontinuity from the past, we want to define the following:

- Innovation must be continuous and systematic (not singular)
- Innovation on local region and cooperation among best practices (bank, private, ...) are applicable to public sector too.
- We should talk about Management Process Reengineering but we want to introduce the concept of Services Engineering.

Since Public sector must be a development key factor for its territory and must support competitiveness growth (businesses, university, ...) we have to check the following:

Services Quality = Territory Quality

Territory Quality = Politics Quality

In this frame the paradigm of "open innovation" in private sector, becomes "Open Government" in public sector.

In order to approach Citizens closer and to be able to identify their needs, as well as needs of the Government, the next step is to form a multidisciplinary group of expert coming from different European countries and representing different stakeholders: government, Citizens, Universities and IT companies.

Meaning that Government and Citizens are no more on two different sides, but on the same side, a kind of "alliance for public services". This alliance is creating eGovernment with joined forces.

NWG priorities in OPENGOV are important segments of best cases which will revolve around main policy priorities, namely:

- interoperability
- openness towards Citizens
- openness with Open Technologies
- eParticipation and eInclusion
- reduction of administrative burden.

The NWG is intended for policy makers and high-level IT experts from public administration institutions, universities and industry, which are in charge of the eGovernment development.

The ways in which citizens interact with government services continue to evolve. Technology and society continue to change the way citizens and businesses interact with government, and increasingly what they expect from these services. Across Europe, large investments are being made in ICT-enabled government services. It is imperative for governments to ensure citizens and businesses benefit from these investments.

Understanding and recognising the importance of citizen-focused services and the reduction of administrative burden is therefore crucial to success.

There are many areas of public service where transformational change, enabled by technology, can dramatically improve outcomes and impacts by redesigning processes around service delivery, policy formulation and administration, along with the organisations that support or operate these processes. Transformational change requires strong leadership to harness the value of modern technologies and to link that value to the management of change.

Deliver eGovernment services that are easier to use and of benefit to all citizens by increasing user centricity, improving accessibility, convenience and user experience.

Increase social impact by ensuring that all citizens benefit from eGovernment services.

Contribute to the achievement of a better social environment; higher cohesion, greater effectiveness and impact of Government services targeted towards groups in need of social support and those who do not themselves directly use ICT. Make available targeted, combined, flexible and accessible multi-channel services, including face-to-face delivery support and advanced ICT tools, whilst preserving and assuring traditional channels.

Facilitate combined delivery of services and better coordination between the different stakeholders engaged in service delivery at all levels, with special focus given to intermediaries who need to be trained and be legally enabled to act, if required, on behalf of the citizen.

Explore new ways of public participation and increased transparency enabled by innovative ICT technologies for democratic engagement and transparency.

Share and organise the exchange of experiences on fostering democratic engagement, participation and transparency enabled by ICT, taking advantage of the work undertaken by the Council of Europe and other European bodies.

“No citizen left behind – inclusion by design”² was a statement very important. By 2010 all citizens, including socially disadvantaged groups, will have become major beneficiaries of eGovernment.

Furthermore by 2010 European public administrations will have made public information and services more easily accessible through innovative use of ICT and through increasing public trust, increasing awareness of eGovernment benefits and through improving skills and support for all users.

In this frame we must use ICT to make a reality of effective and efficient government.

Public sector must be a role of strategic procurement within production systems (push oriented), moving industry to design newer and innovative solutions.

² MINISTERIAL DECLARATION approved unanimously on 24 November 2005, Manchester, United Kingdom - Meeting in Manchester on the occasion of the Ministerial eGovernment Conference “Transforming Public Services” of the United Kingdom Presidency of the European Council and of the European Commission

2. Objectives and Scope

The main objective of the NWG is to present current European activities in eGovernment field, to foster the network of experts from eGovernment and to investigate the way forward in eGovernment.

NWG is aimed to define a new model of services integration and interoperability: in other terms to collect requirements and to define feasibility.

Use eGovernment as a lever to contribute to the achievement of the objective of reducing administrative burdens for citizen and business in Europe. Use internationally recognised methodologies (e.g. Standard Cost Model) to measure eGovernment services, focusing on the realisation of ICT enabled benefits and impact of public services. Make use of the possibilities for re-use of information with due respect to the legal frameworks, in particular data protection legislation. Moreover, pay special attention to small and medium enterprises (SMEs) as priority beneficiaries of burden reduction and streamlined public services.³

What's the next in public sector?

- by 2010 the public sector will have achieved considerable gains in efficiency through the use of ICT. European administrations will have significantly increased transparency and accountability wherever possible and relevant through innovative use of ICT.
- by 2010 all public administrations across Europe will have the capability of carrying out 100% of their procurement electronically, where legally permissible, thus creating a fairer and more transparent market for all companies independent of a company's size or location within the single market
- by 2010 European citizens and businesses shall be able to benefit from secure means of electronic identification that maximise user convenience while respecting data protection regulations. Such means shall be made available under the responsibility of the Member States but recognised across the EU
- by 2010 Member States will have agreed a framework for reference to and where appropriate the use of authenticated electronic documents across the EU, as appropriate in terms of necessity and applicable law.

The main aim of this NWG is to create a unified strategy for OPENGOV in order to solve real needs of european citizens. This strategy will be driven by i2010 Agenda [6].

OPENGOV will be contributing to high user satisfaction with public services.

OPENGOV will have significantly reduced the administrative burden on businesses and citizens.

In order to achieve this NWG will focus on practical aspects of successful applying OPENGOV to define appropriate business ecosystems. In order to achieve it this work group will support research and technology for the following:

- **Technologies for eGovernment 2020** identified Identity/authentication management, Quality of service, Pervasive networks and Peripheral devices as four major strands of research to conduct, forming the basic infrastructure for building the eGovernment of 2020 and the report details its five related aspects:
 - Holistic digital Information & Knowledge management (Digital Semantic
 - Ecosystems such as persons, enterprises or politicians),
 - Customisable public services,

³ MINISTERIAL DECLARATION approved unanimously on 19 september 2007, Lisbon, Portugal- Meeting in Lisbon on the occasion of the Ministerial eGovernment Conference "Reaping the benefits of eGovernment" of the Portuguese Presidency of the European Council and of the European Commission

- Advanced communication,
 - Cooperation and decision technologies
 - Intelligent virtual objects.
-
- **Citizens' involvement and empowerment in 2020** varied the degree of awareness, ability and willingness to participate from the part of both citizens and politicians, thus obtaining four societal templates: *autocratic*, *self-centred*, *fenced* and *sharing*. Four respective major issues found were: scaling-up technologies as tagging of objects and individuals and location sensitiveness and awareness;
 - scaling-down the channel complexity and anticipating citizen needs through behaviour and attitude modelling;
 - Law enforcement and giving incentives for cooperation or P2P schemes among citizens; supporting larger scale "candid attitudes";
 - Data integration, analysis and visualisation in the real-time dimensions and through virtual reality technologies, "Find" as opposed to search engines, Semantic ecosystems (producers and consumers of information lifecycle) and archiving technologies.
 - **Innovative services for 2020** identified technologies to protect justice and legal processes, training for children in eCitizenship, service contracts dealing with service accountability. Breakthrough research is:
 - Creating a secure, protectable, transferable identity;
 - Realising a one-stop eCitizen account manager;
 - Achieving real globalised services;
 - Introducing training and education for eCitizenship in schools;
 - Information storage and use and the possibilities of information audit.

The overall findings from the WG come for:

- the need for government to make use of leading edge technology in order to sustain democracy and service delivery;
- the growing virtual interplay of people with governments which builds new complexity that ought to be tackled;
- new research needs to address services innovation in conjunction with Advanced intelligent infrastructure, Semantic ecosystems.

This working group should steer the process of possible changes and extensions to the existing standards that come as the results of NESSI projects (mainly not technological: i.e. regulation standards oriented to reduce administrative burdens,...).

On the basis of such results this working group should propose, if required, extensions to the existing standards. These extensions should be compliant with the overall NESSI vision and be suitable for all NESSI projects (not just for a particular one).

3. Alignment with NESSI Mission and Objectives

The results of this working group will help developing a visionary NESSI strategy for software and services driven by a common European Strategic Research Agenda (RSA, [2]).

In particular, the results of this working group, based on the NESSI Mission described in [4], are expected to:

- provide European Industry and the Public Sector with efficient IT services to improve flexibility, interoperability and quality of public processes/services and (web) service compositions;
- provide the foundations and best practices for doing public process management that can support multiple public business models for cross-domain applications (interoperabilità tra le diverse amministrazioni interne, europee e paneuropee)
- provide adaptive, monitorable and measurable processes and business process management systems to enable better public services transformation
- ...
- apply the best practices and mechanisms in the area of safety and security that result from the other NESSI works.

This NWG will also participate in work on the NESSI Research Agenda presented in [2] based on the five point schema: aware, trust, ubiquitous, alive, and user centrality. In particular, the point “alive software” will be supported by various OPENGOV to make business process adaptable to dynamic changes, able to re define their definition “on-demand”.

4. Links with other working groups

This NWG should have relationships with the following horizontal NWGs:

- Trust, Security and Dependability NWG – in the areas of
 - the state of the art of web services trust and security
 - on-going community efforts in web services trust and security
- Service Engineering NWG – especially in the area of service compositions, transaction models and approaches as well as SLA based monitoring,
- Service Sciences – in the area of business models and process transformation
- User/Service Interaction Working Group – in the areas of:
 - human/human, human/machine and machine/machine interactions
 - composition of European stakeholders group for human/machine interactions and collaboration
- Business Process Management - in the areas of:
 - Support roundtrip management of business processes
 - Support the knowledge worker in business processes
 - Provide solutions to emerging Business Ecosystems and cross-organisational Business processes
 - Domain specific and cross-domain approaches for BPM Standard support

Since OPENGOV WG will be a vertical working group, it will cooperate with other vertical (i.e. health) NESSI working groups. It is planned that OPENGOV working group will act as an expert in the area of public process management providing solutions in terms of methodologies, architectures and tools.

From the other working groups, the OPENGOV working group will collect key requirements / expectations to OPENGOV and gather results of application of OPENGOV solutions.

We also consider that it should be crucial to have a Nessi WG involved in “eSkills”, because we consider the improvement of training policies and effectiveness as an essential for an real transformation of public sector.

5. Working group deliverables

There are several types of the expected results of this working group:

- Guide lines:
 - Services
 - burden reduction
 - standards,
 - ...
- Raccomandations in terms of:
 - technical requirements
 - policies requirements,
 - ...
- Frameworks supporting in:
 - Open Source Software OSS
 - IT frameworks in IT community
 - ...
- Solutions catalogue supporting in:
 - OSS baselined solutions in IT community (i.e. Identity & access Management,
 - ...
- Supporting reusable solutions as a share approach for public sector
- Regular tuning with EU institutional Bodies and Agencies
- Reuse of solutions among EU public administrations
- ...

6. Working group lifetime

The working group shall hold 4 meetings per year as a basis for defining orientations, planning and coordinating activities. A monthly management meeting is foreseen as a teleconference.

Additional work sessions will be organized as needed by the involved parties.

Moreover, sub-working groups shall be created to cover specific parts of the topics covered by the working group.

It is foreseen that the start up activities of the working group will span over a period of 1 year, starting Jan 2008, with the following tentative milestones:

- Establish links with European projects and stakeholders in the area of OPENGOV (Q1 2008)
- Organize the first OPENGOV WG meeting (Q1 2008)
- Deliver plan of activities, reports, evaluate 1st year and set 2nd year milestones (Q1 2008)
- Contribute to the NESSI SRA with a chapter on OPENGOV (Q2 2008)
- Organise the second TSD WG meeting (Q2 2008)
- ...

7. Membership

The working group must be representative and qualified on the following bases:

- Geographical footprint, in terms of participation from several countries (5 to 7), which are leaders in innovative public sector and e_government
- Competences and reliability of the members

Furthermore the participation to the NWG is strategic by relevant public european stakeholders, in order to guarantee the endorsement of final results:

- Public administration, authorities and agencies
- Universities
- IT companies.

The working group is currently formed by:

- ...

8. WG Methodology and structure

In order to assure appropriate management within the OPENGOV working group as well as successful communication with the other NESSI working groups and bodies, the structure of the working group will follow NESSI recommendations described in [5] (see section 4.2, “Operating structure” of the NESSI WG Governance document).

In addition to the roles presented in the recommendations, we propose an additional sub-committee and two additional roles:

- **WG Business (Sub) Committee** – this will consist of a core team of experts, some from Industry and some from academia helping provide requirements and advice on current industry and academic disciplines and practices. This steering committee will provide a stronger business and appropriate technology focus to the working-group.
- **WG Chief Research Officer** – this person would be responsible for keeping consistent and coherent all research activities conducted by the working group and all NESSI projects. This person would also be responsible for communication with the representatives of the other working groups and external research bodies (standardization committees, EU representatives, research centres, etc.) to assure appropriate strategy of OPENGOV research activities.
- **WG Chief Development Officer (Chief Architect)** – this person would be responsible for managing all OPENGOV development activities in NESSI (i.e. all NESSI projects). This person would also maintain contacts with the representatives of the other working groups gathering from them the most important requirements for improving OPENGOV mechanisms and tools. This person would also assure appropriate communication with the external key software vendors in order to focus NESSI efforts on the most demanding OPENGOV functionality.

The other roles in the working group will be defined on demand. However, at the moment we recommend not to overload the number of specific roles expressed in number of involved people since, from our past experience, such approach may reduce mobility of the working group and prolong drastically decision processes.

9. References

- [1] European Commission: A thematic priority for research and development under the specific programme “Cooperation” implementing the Seventh Framework Programme (2007-2013) of the European Community for research, technological development and demonstration activities, Work Programme, 2007-2008, Draft version 2, Aug, 2006.
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- [3] NESSI: Call for participation, NESSI Working Groups, Horizontal SRA-Related Working Groups, draft version, 12th of Aug, 2006.
- [4] NESSI, NESSI mission, available at NESSI web page, 2006.
- [5] NESSI, NESSI Working Group Governance, version 1.0, May 2006.
- [6] i2010 - A European Information Society for growth and employment
- [7] Report from eGovernment 2020 FP7 Research Stakeholder Consultation Workshop
- [8] ...