**

****How to Accelerate the Open**

**Data Revolution through a**

**Win-Win Relationship for Both**

**Producers and Consumers**

**The Case of**

**Helsinki Region Infoshare**

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**How to Accelerate the Open Data Revolution through a Win-Win Relationship for Both

Producers and Consumers The Case of Helsinki Region Infoshare

**Case study: Helsinki Open Data Team**

**Client: Helsinki Region Infoshare, Finland**

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“Information is the currency of democracy.”

Thomas Jefferson

Executive Summary

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pen Data” must fulfil three requirements: that it is accessible online in a downloadable format, for free, and under legal terms which allow for it to be reused for universal consumption.[[1]](#footnote-1) The client Helsinki Region Infoshare (HRI) is a public organization responsible for opening up data in the City of Helsinki as well as the neighbouring cities of Espoo, Vantaa and Kauniainen. HRI acts as the both a clearing house and a distributor of data, creating a bridge between data producers and data consumers.

The problem which HRI faces is that there is a lack of awareness of what Open Data is and of HRI as a service. This makes cooperation with actors in public administration, private industry as well as with the wider public difficult. The Open Data ecosystem in Helsinki is not as active as it could be in order for the benefits of its use to be delivered.

To respond to this problem we suggest that changes are required at three levels of HRI’s strategy. The recommendations are based on a world-wide benchmark that focused on best practices in stakeholder relations, governance structures and websites.

**Step 1: Enhancing the Organisational Potential of HRI**

In this step, we suggest easy ways of placing the user at the centre of the service. By structuring the website for the consumer, providing them with more feedback opportunities as well as online training and improving communication in the social media sphere, HRI can transform what appears to be raw data into an interactive experience.

**Step 2: Building an Open Data Society**

Here we suggest ways of integrating the interests of key actors such as journalists, application developers, academics and businesses into the Open Data ecosystem. We also focus on ways of increasing communication with the wider public through promotional activities and participatory budgeting.

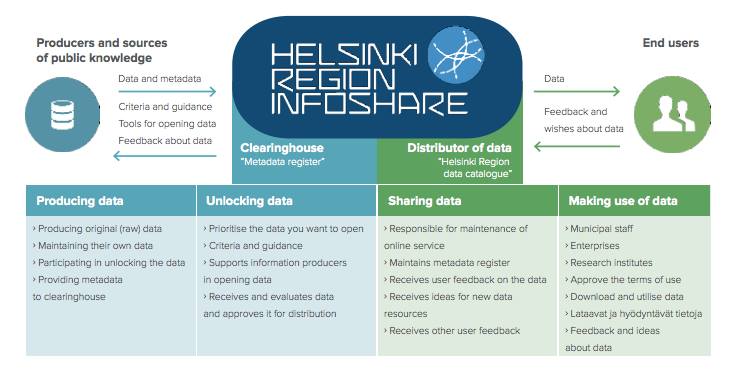
**Step 3 Strengthening the Bridge with the European level**

This step places HRI into the European context. HRI can contribute to and benefit from sharing best practises with other cities in light of the Horizon 2020 goals. We also suggest ways of making international accessibility and interoperability of HRI datasets a priority.

The pertinent question now being posed is “Why should one have Open Data” and it has been compared to the one frequently asked in the 1980’s: “Why should one have a website?”[[2]](#footnote-2) Why does Open Data present such a strategic opportunity? By reducing information asymmetries it saves administrative resources, increases democratic transparency and fuels economic growth.[[3]](#footnote-3) For private industry, it is estimated that the added value to the European economy is up to 40 billion euros a year.[[4]](#footnote-4) Similarly, studies indicate that the use of Open Data can lead to 5-6% efficiency gains in public administration by increasing responsiveness.[[5]](#footnote-5) Taking this next step in the direction towards the digital revolution must not be missed.

Introduction and Case Background

The client, Helsinki Region Infoshare (HRI) is responsible for opening up data in the City of Helsinki as well as the neighbouring cities of Espoo, Vantaa and Kauniainen.



In the short period of time since its establishment in 2010, HRI has championed the Open Data movement in Finland by publishing datasets, educating public officials and creating partnerships with civil society organisations and application developers.

In many aspects, HRI stands amongst the leaders on the global stage of Open Data. The amount of data sets opened by HRI rivals that of the largest cities in the world which demonstrates its commitment to the movement. This reflects the fact that technical knowhow, political support and financial resources are not seen as preventative factors in expanding the use of Open Data. HRI is in an ideal position to capitalise off of these conditions to enhance the use of Open Data in order to benefit public administration, citizens and businesses. The key to success lies in accelerating the acceptance and full use of Open Data which is the objective of the recommendations of this report.

What is standing in the way?

Without taking these steps to create a more active community, HRI seeks to lose the value of Open Data. Beyond public awareness of what Open Data is and its use, HRI needs the cooperation of public administration officials to publish data regularly.

There is huge economic potential in the use of Open Data but HRI needs to engage with business leaders in order to demonstrate how to integrate it into their corporate strategy.

From Research Design to Recommendations

The research was performed in three stages; first, in order to form an understanding of the case, background research was conducted and a site visit to Helsinki took place in late November of 2013 where nearly 20 interviews (listed in Appendix I) were conducted with public officials, open data activists and developers.

From what was taken away in these steps, research in the form of benchmarking took place in the second stage. 27 cities were selected and a questionnaire was distributed (see the responses in Appendix II).

In the third part, follow up interviews were conducted in order to crystallize aspects of the recommendations.

Based on the research design outlined in the previous section, the following chapters of this report will propose a series of recommendations aimed at accelerating the Open Data revolution in Helsinki. These recommendations are organized in three clusters: the organisational, the societal and the European level.

The organisational level concerns what HRI should do within their mandate to improve the way that they and their website interacts with various users groups. This makes the Open Data experience more about the end users and info-mediaries to empower stakeholders and make them aware of the tremendous added value of HRI. The recommendations on the societal level are concerned with creating critical mass within the Helsinki region to make the Open Data ecosystem more well-rounded. The third cluster of recommendations suggests how HRI could integrate European engagement into their strategy to promote themselves on the international level and gain intellectual and financial resources.

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**part i: Enhancing the organisational potential of hri**

**Recommendation 1.1 Virtual Aspects**

HRI needs to make the experience of Open Data more personal to create momentum around user engagement. Creating user profiles (like the portals in Denmark, Norway and from Apps4Europe) on the HRI website containing information on preferences concerning the type, format and subject of datasets make it possible to spark interest in attending workshops. Users on these websites can also make suggestions for datasets or applications.

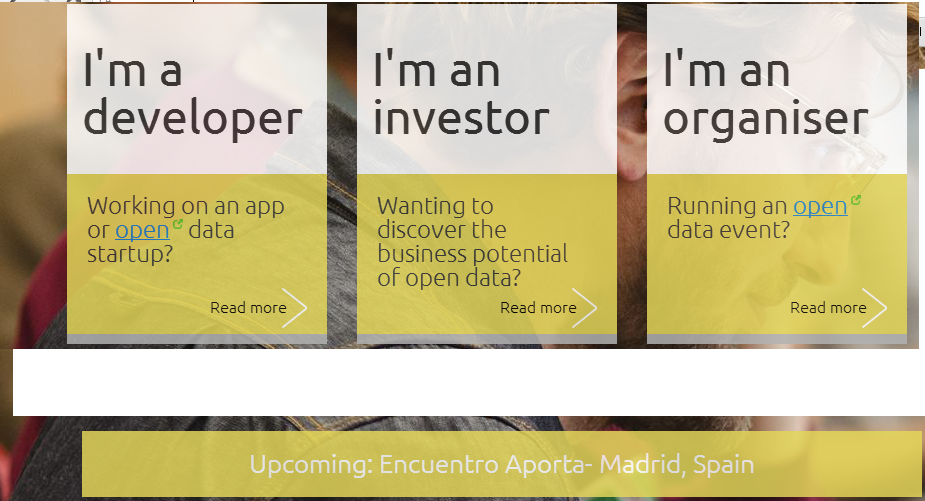
Another option which user registration gives is redirecting user groups to websites that are specified to them. Tailoring websites in this way makes the Open Data experience more user-centric and thus more attractive and easily consumable for less technologically able individuals in order to bridge one part of the digital divide.[[6]](#footnote-6) Minimizing this digital divide is identified as a key priority for the European Union.[[7]](#footnote-7)

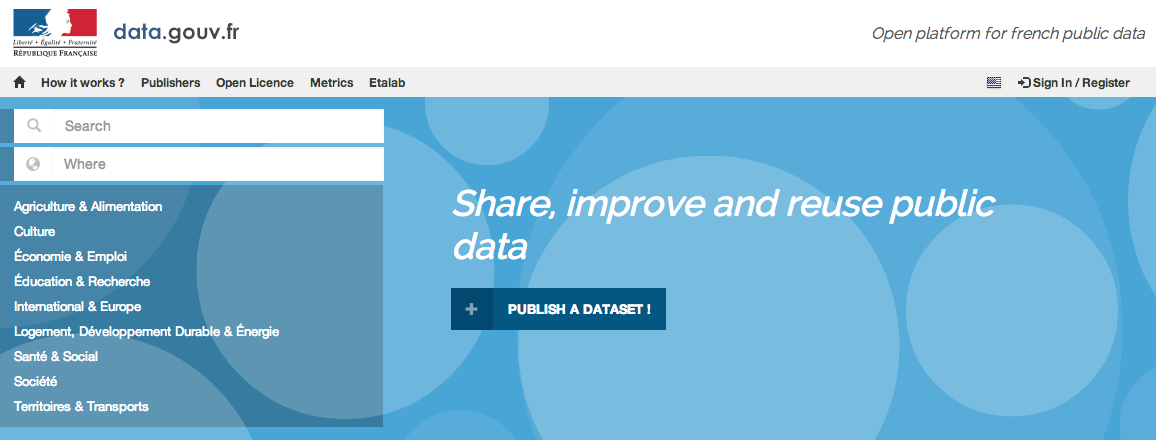
“We have to make end users of Open Data feel empowered.”

### Frank De Saer

Belgian Federal Public Service Economy

*The AppsforEurope portal*

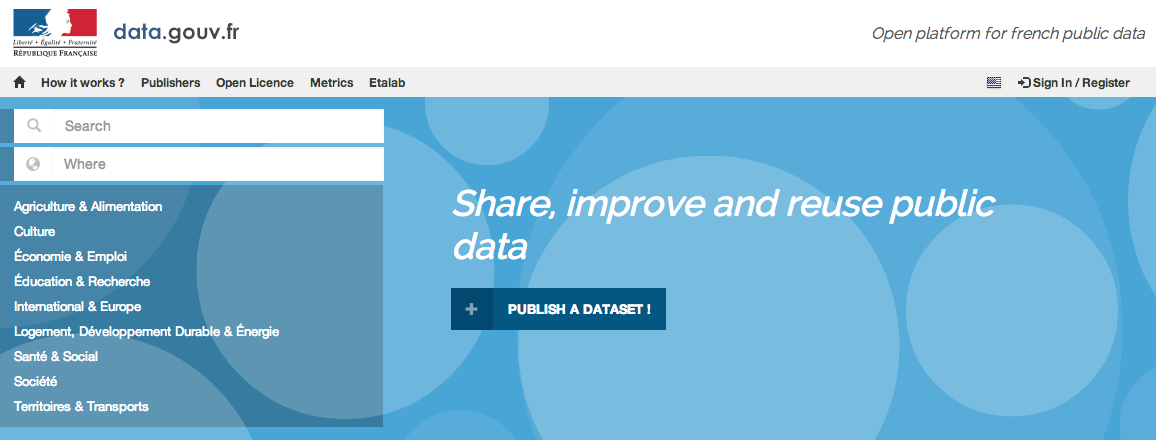




For example, a website tailored to citizens, could present success stories of people (accompanied by their profile) using data to develop applications. These success stories could be accompanied by articles on the explanation of Open Data and why it gives more transparency to public services and can improve the participation in democracy.[[8]](#footnote-8)

The French Open Data portal is very focused on user engagement in another way: the aim of is to ‘co-build’ the website *with* users, who can upload a dataset to the portal. The process is quite simple: all one needs to do is login with social media credentials (Google, Twitter and LinkedIn). This has resulted in the involvement of several political parties, the French Red Cross and several cities sharing their data on the National Open Data website. HRI could use this example by allowing citizens, companies or other public entities to publish data on the portal. This would enable HRI to have more datasets, but also to enrich the existing ones.

*The French Open Data portal*



**Recommendation 1.2 Capitalising Off of HRI’s Social Media Presence to Engage with Users**

Social media provides a new opportunity to interact with end users and developers. In order to make this as likely as possible, HRI should make their social media presence more apparent by shedding light on it on their website with their official account to keep users up-to-date and interacting.

*Example of Social Network inclusion on the Open Data website of the City of Paris*



On the HRI website one can quickly find the links to their various social media accounts in the section ‘Follow HRI’, where one can find HRI’s RSS feed, their Facebook page, their Twitter account and their Slideshare page. The Danish and Swedish websites, as well as those for New York and Boston, allow website users be able to directly see the recent tweets or comments from Facebook from their respective official account.[[9]](#footnote-9) This is especially recommended for Twitter, the most frequently used social media by HRI.

**Recommendation 1.3 User Engagement through Evaluation**

Opening data is never a ‘done job’ and requires constant feedback and evaluation.[[10]](#footnote-10) HRI keeps track of contact rates on websites and dataset use. However, HRI could achieve more tenable results and understand the perspective of their stakeholders through more comprehensive evaluation measures. We propose here to split the evaluation in two dimensions.

An internal evaluation mechanism should focus on the feedback received from the users is the one analysed by both Rotterdam and Boston within the context of their developing evaluation practices. Also, New Zealand intends to conduct a study analysing the benefits after a couple of years that aggregates the results contained in the reports written by each government department. Asking each public department involved to report on its progress could also benefit HRI’s evaluation system.

An external periodical evaluation should be undertaken by relevant third party actors from the Helsinki Open Data ecosystem such as the Open Knowledge Foundation or partner universities.

*“Evaluating success really comes from the feedback we receive from the various user groups in the community. We feel we are serving them well if people are actively engaged and using the data we provide as well as reaching out to find out more.”*

Curt Savoie, City of Boston

**Recommendation 1.4 Expanding Training Opportunities in Finnish Public Administration to Foster Understanding of and Commitment to Open Data**

Training the relevant actors is essential in fostering cultural acceptance towards open data. HRI has already administrated a number of training programs and seminars. In order to consolidating the effectiveness of this success, we suggest two additional measures.

Firstly, in order to cut the costs and to have a flexible training tool, we suggest creating online training modules such as those supplied by the European Commission.[[11]](#footnote-11) Not only can online modules can be updated very quickly, according to changing circumstances but they are inexpensive and can be viewed at the convenience of the user. Also, online modules can address specific subjects like license frameworks.[[12]](#footnote-12)

*“The program had some room for training civil servants about Open Data. It was necessary to get them ready to publish their “own” data. We organized workshops but also supported individual officials, literally standing next to their desks.”*

Marc Reijnveld, City of Rotterdam

Another different but useful example is Rotterdam, which has engaged in a very customized training for key actors playing a facilitating role in the implementation of the Open Data strategy. Rotterdam’s open data training strategy included identifying these key actors and focusing special efforts in training them in a customised way, which accelerated the cultural change and promoted a better understanding of open data philosophy. By doing that they improved the level of support for their Open Data strategy.

*“For open data, high investments costs are not necessary; the key is the commitment of the public administration.”*

- Dr. Richard Kerby

United Nations

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**Recommendation 2.1 Strengthening the Network of Interest Groups**

**PART II: BUILDING AN OPEN DATA SOCIETY**

Despite Helsinki’s initial success in developing a community around Open Data, there are lessons that can be applied to increase its size and activity.

It is very important to promote Open Data and its use in a way, which can be understood by all stakeholders. First steps include an example from New York where an Open Data Handbook was issued, which was intended as a general guide for government entities participating in their respective open data project as well as the general public. It provides guidelines for the identification, review, and prioritisation of publishable state data with a foundational emphasis on high quality, and metadata and documentation requirements. This made the fundamentals, practices and goals of Open Data clear for all participants.

“Open Data has little value if people do not know how to use it”

Craig Hammer,

Leader of the World Bank Institute’s Global Media Development Program

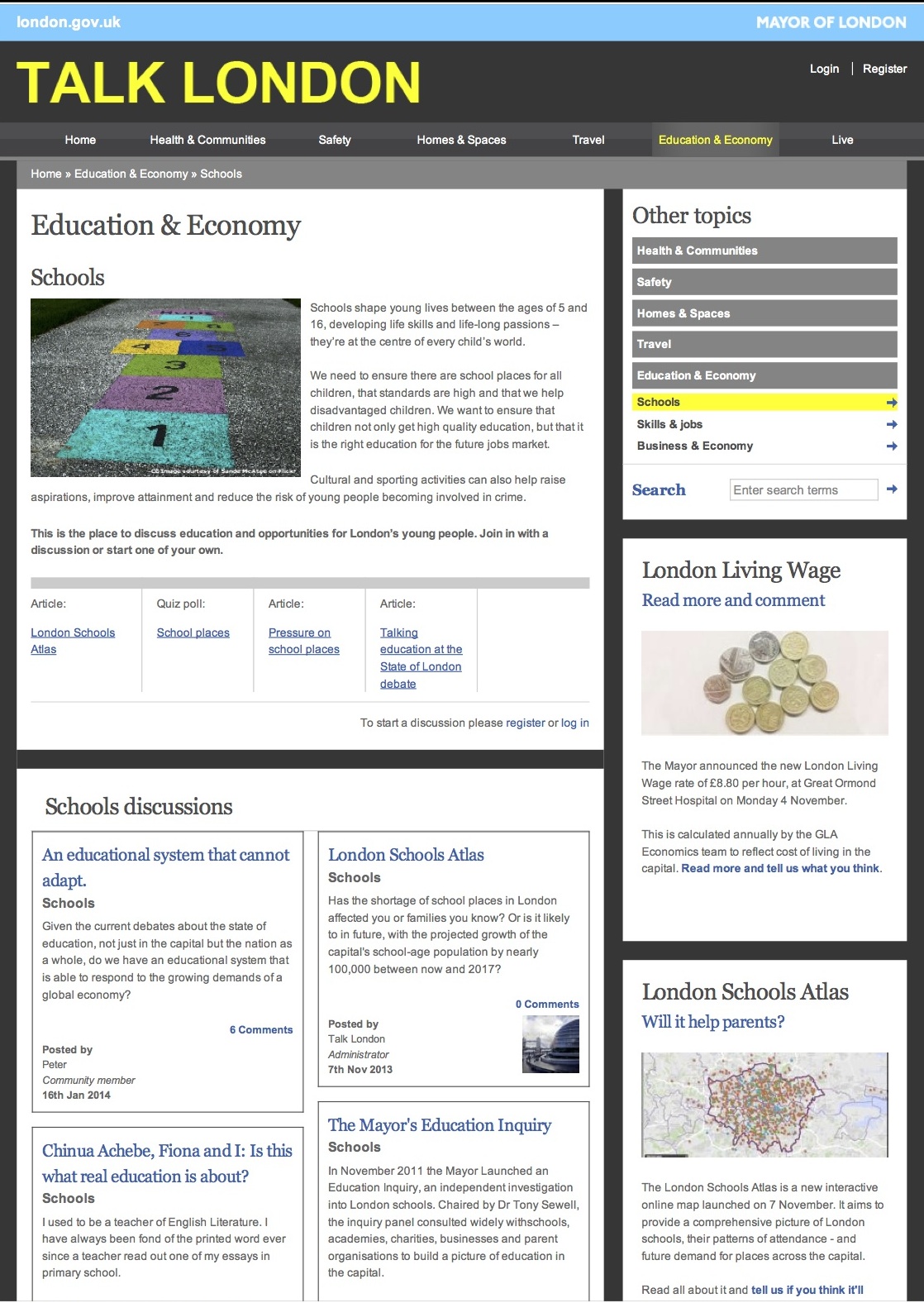
The City of Chicago has a similar project[[13]](#footnote-13) to ensure that users will not be left in the midst of a jargon filled database without simple aides. These steps have seen impressive results; in Chicago, the Dictionary is the basis for all of the coding available on GitHub, so that anyone can build a metadata repository on their own. In Helsinki, an abridged version could be developed for the expansion of the project, especially targeted towards civil servants and citizens.

On a more advanced level, there is regular engagement usually on a quarterly basis with developers, academics and activists to sustain dialogue on Open Data and its use. In London, short weekly meetings are arranged to push for more Open Data, develop applications and build a sense of community.[[14]](#footnote-14) HRI could create a living lab for Open Data, a centre set up to allow meetings with students, universities, NGOs, programmers like the city of Ghent.[[15]](#footnote-15)

This expertise can be capitalised off of through the creation of a steering committee composed of university representatives, high-level business employees and civil society stakeholders.[[16]](#footnote-16) These groups are consulted at every phase of the open data strategy deployment and therefore are able to exercise coordinate the process in various sectors. HRI would benefit from this because it would increase the impact of the program by discussing the measures with the interested actors and also bring interested parties to the core of the project.

The Talk London Platform discussion on schools

On this topic the platform provides citizens with a map of schools in London and articles related to the topic. Citizens are then free to discuss in forum threads.



Integrating civic coders into government ministries, civic society organizations and media for a period of 6 months in the form of a “Code-Fellowship” program. This has been very successful in a number of countries. For instance, in the US, the Code for America combines a fellowship program, a “brigade program” which focuses only on citizen engagement, a section focused only on civic start-ups as well as a peer network which connects public servants interested in Open Data.[[17]](#footnote-17)

Beyond the spheres of corporate and public administration interests, engaging with larger amounts of citizens through participatory budgeting platform allows for an Open Data to have added value at the societal level.

On *Talk London* data is used to show to citizens what is being decided in their City Council. On the basis of the data that has been opened up, maps and statistics are made available to the public and citizens can react and give their views on how decisions are made. Citizens can give their views on the budget, the work of the Police, the quality of schools or any other issue.

Helsinki still lacks a strong platform to get citizens involved in decision-making and participatory budgeting. The example of the Greater London Authority could be applied to Helsinki. Helsinki has started a similar platform, called Päätökset which monitors the activities of the City Council, however this is only in a pilot stage and the platform could strategically market itself in a more effective manner.

**Recommendation 2.2 Promoting Data Journalism**

As the media has daily contact between decision-making and citizens, it has huge potential for promoting the cultural change of attitudes on Open Data. The data literacy of journalists can be fostered through online courses tailored specifically for journalists in Finland.[[18]](#footnote-18) Outside of the virtual sphere, a successful method is designing Open Data Literacy Bootcamps i.e. 3-day intensive, 'learning-by-doing' workshops that focus on core skills development for journalists and civic coders.[[19]](#footnote-19)

Data journalism can also be integrated into the curriculum of Finnish Universities level to ensure that aspiring journalists and communications specialists are exposed to the methodology and advantages presented through its use.[[20]](#footnote-20) The Open Data Institute has partnerships with the University of Southampton to coordinate training practices. [[21]](#footnote-21)

**Recommendation 2.3 Linking Open Data with Research**

HRI should build off of contact with the University of Helsinki to create a more substantial and mutually beneficial relationship. As universities have the potential to give expertise on Open Data, financing of research should be strengthened and the University could use European funds in order to develop its activities.

The City of Amsterdam has created a forum for members of the academic world, local government officials and local businesses to meet and cooperation towards economic growth and innovation. The City of Chicago has a fellowship program with Harvard University called Data-Smart City Solutions.[[22]](#footnote-22) These programs make it possible to merge intellectual and financial resources of academia and public administration to deliver added value at the societal level.

**Recommendation 2.4 Expanding Open Data Promotion in Helsinki’s Public Spaces**

Libraries, with face-to-face as well as digital services can serve as an interface between citizens and HRI. This is especially the case in Finland, which has the highest book borrowing rate in the world.[[23]](#footnote-23) The libraries can also serve as a place for cooperation with developers in order to present their application or for the entrepreneurs showing how to do business using datasets. Through exhibits, workshops, conferences HRI employees can provide concrete examples to people how to use the datasets using successful applications like Ahjo Explorer to improve the lives of citizens.

This an opportunity for HRI because it could be the means to reach people and explain to them in an interactive way what open data is and why opening datasets can be helpful for them. The libraries might change the struggle for the cultural change by holding information sessions on Open Data.

Open Data has been marketed very creatively in other countries. In London, the ODI has partnered with Lighthouse and FutureEverything to engage graphic designers and artists.[[24]](#footnote-24)

*"Libraries are popular with older people and are generally important to people. The datasets are an important source of knowledge for example about the history of Helsinki or Finland and you can have digitized old maps"*

Interview with Antti Pakarinen, Helsinki City Library

PART III: STRENGTHENING THE BRIDGE WITH THE eUROPEAN LEVEL

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**Recommendation 3.1 Tapping into European Intellectual and Financial Resources**

HRI has a great opportunity to take a leadership role at the European level by driving the open data aspects of the Horizon 2020 goals. Open Data forms an integral part of the H2020 strategy for smart, sustainable and inclusive growth due to the inclusion of a Digital Agenda and the Innovative Union.

The EU commitment to open data is strong, notably with the 2013 revision of the Directive on the reuse of public sector information that aims at enabling the opening of public sector in a harmonised and more transparent way and creates the conditions for generating value.[[25]](#footnote-25) The mandate of HRI is quite in sync with these goals notably with regard to transparency[[26]](#footnote-26) and civil society involvement. Therefore, HRI is in a prime position to boost itself to a leadership role.

This can be done within the Eurocities Open Data Working group, a forum aimed at sharing best practices with and lobbying on behalf of European cities. Amsterdam and Ghent have done very well in order to promote themselves as centres of excellence in order to attract talent at the European level notably through their engagement with developers (even student developers[[27]](#footnote-27)) and citizens as well.

Other cities can benefit from Helsinki’s experience with Open Data and it is in its interest to be more connected and communicate more about their project, which is well considered by other cities. In return it could help the Open Data community in Helsinki, in particular developers, to have an easier access at EU level and build European networks.

At home, HRI could expand the European level by mirroring it in the champion of a mobile application ‘Ahjo Explorer’, which has seen great success in Helsinki in promoting democratic awareness. However, the application excludes both the European level of democracy and EU public spending, both of which affect Finland. In the coming months, as Finland prepares for the European elections in May of 2014, HRI should consider advising to extend the applications development to the European level to attract people to vote, to understand what issues which are being posed.

**Recommendation 3.2 Improving the International Accessibility of HRI Datasets**

Considering the achievements HRI has seen in Finland, the accessibility of datasets among foreign programmers and researchers should be a priority.[[28]](#footnote-28)

Firstly, In order to create interoperability between datasets, the European Commission suggests an agreement on a common format for data exchange would support the sharing, discovery and re-use of this data.”[[29]](#footnote-29) Following the example of Stockholm, HRI should keep investing in this DCAT system which consists of “an RDF vocabulary designed to facilitate interoperability between data catalogues on the web.”[[30]](#footnote-30)

Moreover, to improve the interoperability according to a European perspective, HRI could build on the effort of the European Commission and the other cities involved in the Join Up Platform[[31]](#footnote-31) and in the ISA program (Interoperability Solutions for European Public Administration.)[[32]](#footnote-32) By doing so, HRI could share experiences and solutions with respect to technical standards, catalogues schemas and vocabulary as well as megadata properties and format. Secondly, the English version of the website should be enhanced to improve the possibility for non-Finnish people to have access to relevant dataset and may also foster the possibility of creating apps usable worldwide.[[33]](#footnote-33)

**Conclusions**

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elsinki has come a long way from the beginning of the HRI project to its current achievements. In just a couple of years, the Open Data ecosystem distinguishes itself as one of the most well-structured in Europe. It has managed to achieve impressive results in fostering the early stages of the Open Data revolution. Some have claimed that Open Data is the new oil for the digital age[[34]](#footnote-34)and it is essential to make sure that this opportunity is not missed.

The focus is now on boosting and accelerating this process of cultural change by making it auto sustainable in the long-term. The recommendations in this report will help HRI to move in this direction. All the three elements that compose our report are strongly interdependent and should be considered as a part of the overall goal to achieve.

By enhancing the organisational potential HRI will consolidate the basis for further development as well as ensuring the success of the project. Furthermore, by focusing the effort on building an Open Data society, Helsinki will improve its healthy and dynamic ecosystem fostering its capacity to improve opportunities for citizens and business. Finally, by strengthening the European dimension of the project, HRI can build bridges towards the other Open Data realities in Europe, allowing for people to be connected and ideas to be shared.

These elements will lead HRI emerge as an Open Data leader in Europe and to accelerate the change towards a transparent, inclusive and efficient society.

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**Glossary**

**App:** Short for ‘application’, i.e. software that a user would install or use for a specific purpose (as opposed to an operating system or a printer driver). In recent years, the term ‘app’ has increasingly come to mean ‘mobile app’ (software for mobile devices), but can also cover software on PCs or on web. In the context of open data, ‘app’ usually means a software that uses or visualizes open data.

**Data Producer:** The department or office of the administration that creates or owns the raw data and makes it available as open data. When the data is covered by a license, the data producer is also the licensor.

**Data Users:** The person or party that accesses and uses open data in any way (copies, re-distributes, modifies, etc.). If a license applies, the data user is also the licensee.

**Datasets:** In open data, a dataset is a collection of data that together forms a larger whole. There is no strict definition, but the parts of a dataset would belong logically together (e.g. they are part of a time series, show the geographical distribution of a phenomenon, list companies, etc.). Ideally, a dataset will be modular and small enough to have a clearly apparent information content, which should be described in its metadata. A single dataset can have different physical representations (‘resources’), such as a PDF document; an Excel table and an RDF graph all containing the same information.

**Data portal, data catalogue:** A web portal to make public sector information accessible as open data. Typically, users can search and browse datasets, see metadata about these datasets (authors, publication dates, geographical coverage, license, format, etc.) and follow links to the data itself.

**Open Data:** Data that meets criteria for openness such as those defined by the open definition. In addition, open data should be available via the World Wide Web, in a digital, machine readable format and interoperable with other data.

**Open Access:** Provision of free access to peer reviewed academic publications to the general public.

**Open Government data:** Public sector information that has been made available to the public as open data.

**Open Knowledge Foundation:** The Open Knowledge Foundation (OKFN) is a non-governmental, not-for-profit organisation that is dedicated to promoting open data and open content. Among other things, the OKFN have published the open data Commons family of data licences, and the CKAN data catalogue software.

**Public sector information:** Data and information produced, collected or held by public authorities, as part of their public task.

**Appendix I: List of Interviewees**

Ahola, Antti (Developer)

Hermans, Outi (ICT Service, City of Helsinki)

Honkonen, Jari (Helsinki Region Transport)

Huotari, Markku (Helsinki Region Transport)

Kauhanen-Simanainen, Anne (Finnish Ministry of Finance)

Kuittinen, Ossi (Sitra)

Lahti, Tanja (City of Helsinki Urban Facts – HRI)

Lohikoski, Lari (Born Local – Developer)

Majaniemi, Sami (Apps4Finland)

Manninen, Asta (City of Helsinki Urban Facts- HRI )

Meloni, Ville (Forum Virium)

Miskala, Kari (City of Helsinki ICT Service Director)

Moilanen, Jarkko (Open Data Tampere Region)

Pakarinen, Antti (Helsinki City Library)

Pekkanen, Joonas (Open Knowledge Foundation)

Pirtimaa, Ilkka (Blindsquare)

Räisänen, Katja (Open Ahjo)

Tebest , Teemo (Finnish Broadcasting Corporation)

Yrjölä, Juha (Code for Europe)

**Appendix II: Survey questions**

This questionnaire is divided into 4 parts. In the first part, we’ll ask you basic questions about your practices around the open data concept. In section B, we’ll ask you about your relations with developers who use open data to create applications. In section C, we would like to ask you about your relations with stakeholders other than application developers such as the media. In the final section, we will ask you about open data and citizen involvement and democratic transparency.

**A. On the organizational aspects of open data policy:**

1. Which organizational structure/arrangement did you chose to implement the open data policy? Did you create a new structure for this purpose?   
   A. New independent agency B. Internal and specific to each department C. Within some departments D. Other, please specify:
2. How do you ensure the coherence of the strategy and how do you enforce the collaboration between the different public authorities involved? (E.g. steering committee, inter agency meetings, program leadership)
3. Do you have a strict methodology for collecting data? If yes, what is it like?
4. How often do you refresh the data sets? Is there any automatic mechanism to update the available data?
5. Did you have a strong support from the political leadership for starting and running the program?
6. What is the source of funding for running the program?
7. Do you have a training program for the civil servants dealing with the open data strategy? If yes, what kind of training? (E.g. simulation, workshops, intensive seminars, webinars)
8. How do you evaluate your results/achievement? If yes, what kind of evaluation system or parameters do you using?

**B. On relations with application developers:**

1. How many active developers are there in your city/region/country?
2. Do you have a prime stake holder group among journalists, apps developers, businesses, citizens?
3. Do you meet with developers, businesses, NGOs or journalists that use your data sets?   
   If yes: How often do they meet with them? What is the format of meeting that you use? (Formal events, informal meetings, email exchanges etc.)
4. Do you communicate with developers on social media? Which social media do you use (Facebook, Twitter, Google+, Pinterest, Youtube, Flickr, LinkedIn, Instagram, other)?
5. Do you find that there is a social media platform in particular which is the most efficient to communicate with the users?

**C. On your relations with stakeholders other than application developers:**

1. What is your communication/publicity strategy on open data in your city/region/country?
2. Do you consider the open data platform to be very sophisticated and easy to use/access in comparison to others which you have seen?
3. How many people visit the website per day/per month/ per year?
4. Do you have a separate access portal of the open data platform for citizens, media, businesses and apps developers? If yes, can they get different types of data?
5. Do you send surveys about use of the plaform and on open data in general to the users? If yes, what kind of questions do you ask? What kind of results did you see in the survey?
6. Do you organize events/meetings with the users of the platform?
7. Do you have a catalogue of all the apps available that are created on the basis of the data that is shared by your city/region/country? Do you provide users with a rating system for the apps?

**D. On your relations with citizens and transparency initiatives:**

1. Do you use open data to get citizens involved in decision making?
2. Do you use transparency in advertising open data to citizens?
3. If at all, in which public policy areas are citizens included?
4. Are you facing problems (logistical or political) in increasing transparency?
5. Among citizens, are you able to profile the average user? (In terms of age brackets and level of education and IT capabilities)

**Appendix III: Survey Responses**

The survey responses in this section are reported as received from the different public authorities both in terms of language/grammar and content. We hereby report the answers for each question of our questionnaire according to its structure.

The responses have been provided by the City of Rotterdam (The Netherlands: NL), the City of Stockholm (Sweden: SE), The City of Boston (Massachusetts, United States of America: MA, USA), The City of San Diego (California, United States of America: CA, USA), The City of Amsterdam (The Netherlands: NL), The City of New York (State of New York, United States of America: NY, USA), The City of Copenhagen (Denmark: DK), The State of São Paulo (Brazil: BS), The Greater London Authority (United Kingdom: UK), New Zealand, The City of Bahia Blanca (Argentina: AR).

**A. On the organizational aspects of open data policy:**

Which organizational structure/arrangement did you chose to implement the open data policy? Did you create a new structure for this purpose?   
A. New independent agency;

B. Internal and specific to each department;

C. Within some departments;

D. Other, please specify.

**Rotterdam, NL:** Rotterdam Community Solutions: Foundation.

**Stockholm, SE:** VINNOVA: public agency**.**

**Boston, MA, USA:** City of Boston, centrally managed by IT partnering with other departments.

**San Diego, CA, USA:** City of San Diego: Internal and specific to each department, Chief Data Officer.

**Amsterdam, NL:** Amsterdam Economic Board: Economic Board, not part of the city government, but closely related. Board consist of mayor, knowledge institutions and CEO's of corporations.

**New York, NY, USA:** Dept of Information Technology and Telecommunication: Internal and specific to each department, Within some departments.

**Copenhagen, DK:** City of Copenhagen, Bottom up from within IT dept.

**State of São Paulo, BS:** Governo do Estado de São Paulo - Secretaria do Planejamento: Within some departments.

**Greater London Authority, UK:** Internal and specific to each department.

**New Zealand:** other: A very small New Zealand Open Government Data Secretariat was created within an existing department. It leads a programme of guidance and advice to assist government agencies adopt the open data policy. It is hosted at Land Information New Zealand, and works with government agencies across the New Zealand state sector**.**

**Bahia Blanca, AR:** New independent agency.

How do you ensure the coherence of the strategy and how do you enforce the collaboration between the different public authorities involved? (E.g. steering committee, inter agency meetings, program leadership)

**Rotterdam, NL:** Opening up data at local level has been -and still is- following an bottom-up approach. We have kick-started this movement in cooperation with the university of applied science by building an open data portal. To show a beautiful portal where you can get data, drop data, see applications, etc makes it all very "real" (we believe that you can get people motivated by making them believe something really exists; kind of a self-fulfilling prophecy). We still have a steering committee in place for the promotion of open data, which is chaired by a supportive alderman of the city. The committee consists of representatives from education, businesses and public administration. We cannot force cooperation, but we believe that when we are able to demonstrate the value of open data, others will join and share.

**Stockholm, SE:** no manatory cooperation, soft collaboration through dialogue.

**Boston, MA, USA:** By centrally managing the data portal we can ensure that we can have a consistent offering. This takes working with other agencies as partners and collaborators on the projects instead of unwilling, forced participants.

**San Diego, CA, USA:** We have created an open data advisory group to finalize a policy and develop an implementation plan**.**

**Amsterdam, NL:** The focus from the Amsterdam Economic Board is not (yet) on policy. It's focus is on innovation. We support and connect the bottom-up initiatives from both within the government and from other (commercial or not-for-profit) organisation. Coherence isn't strict, but coordinated by the Open Data Program.

**New York, NY, USA:** Local legislation set forth discreet requirements, deliverable and timelines. Each dept was responsible to comply in whatever wat was suitable to their organizational structure. the organizing entity (doitt) provided centralized management and oversight for the matrixed operation**.**

**Copenhagen, DK:** Establishment of a steering committee and moving from an 'intrapreneur' type project towards a more well-defined and well-managed type of project.

**State of São Paulo, BS:** State Law and Central Control.

**Greater London Authority, UK:** We have a Statistics Code of Practice which all organisations that work for the GLA group must adhere to.

**New Zealand:** The programme is governed by the Open Government Data Chief Executives Governance Group which sets the programme’s strategic direction and monitors its progress. It is overseen by the Open Government Data Steering Group whose members are Executive managers from government departments holding key public datasets that the public wishes to re-use.

Each government department has selected a member of their executive management team to act as their Data Champion and drive adoption of the open data policy within their department and report on their progress annually to the Secretariat. These Data Champions meet six-monthly with the Secretariat to discuss progress and any issues they are encountering.

The Secretariat has prepared extensive advice to assist agencies as they implement the three key open data policies approved by Cabinet: New Zealand Government Open Access and Licensing framework (NZGOAL), 2010; Declaration on Open and Transparent Government, 2011, and the New Zealand Data and Information Management Principles, 2011.

**Bahia Blanca, AR:** En principio la Agencia de Gobierno Abierto tiene independencia para acceder a todos los sistemas del Gobierno de Bahía Blanca sin la necesidad de que un tercero tenga que autorizar dicho acceso. Por lo que el acceso a la información por parte de la Agencia de Gobierno Abierto es total e irrestricto. Hay una estrategia en cuanto a la política de Gobierno Abierto que se ha tomado como eje de la gestión del Intendente Gustavo Bevilacqua y esta estrategia se trasladó a todas las áreas de Gobierno. La Agencia de Gobierno Abierto es transversal a todas las secretarías y se trabaja en conjunto para concientizar sobre la importancia de la apertura de datos de cara a la comunidad. De esta Agencia no solo depende el programa de Gobierno Abierto sino también la innovación tecnológica lo que posibilita que la misma tenga control sobre las nuevas implementaciones dentro del Gobierno y las mismas se piensen teniendo en cuenta la política de Gobierno Abierto.

*Do you have a strict methodology for collecting data? If yes, what is it like?*

**Rotterdam, NL:** We do not have a very strict methodology since the supply of open data has a broad variety. In general, everybody is able to publish open data. We use an upload form though to ensure that crucial meta data is being published as well (contact information being most important to make it possible for users to give feedback on the data set).

**Stockholm, SE:** Not yet, we will focus all efforts on DCAT as method from now on.

**Boston, MA, USA:** The methodology for collecting the data is based on the business requirements that are the managers of that set. For publishing data we have laws regarding privacy and the such that we adhere to.

**San Diego, CA, USA:** Not yet, but the policy calls for standardization.

**Amsterdam, NL:** No.

**New York, NY, USA**: It depends. Would need to refer you to the collectio nteam for more information.

**Copenhagen, DK:** No. Early focus is on the existing 'clusters' of data that can easily be extracted through system-to-system integrations, e.g. our GIS database.

**State of São Paulo, BS:** Each department is responsable for input data.

**Greater London Authority, UK:** Yes we have high standards of data collection but these of course vary across the different types of data collection. Overall the data must be as reliable as it can be and not misleading. These points are covered in our code of practice.

**New Zealand:** Government agencies collect or create public data in order to carry out their statutory functions. They comply with international and sectoral standards for collecting the data. They must comply with standards for publicising their data on data.govt.nz.

**Bahia Blanca, AR:** No tenemos un metodo estricto, simplemente y al existir una política de OGov como eje de la gestión el concepto es abrir el 100% de los datos priorizando los temas que mas interesan y preocupan a la sociedad junto con la gestión de Gobierno.

*How often do you refresh the data sets? Is there any automatic mechanism to update the available data?*

**Rotterdam, NL:** this depends very much on the data. To give an example: the local public transportation company publishes real-time departure times as open data through a web service. Their data is published in the datastore, but the actual data is not being stored by us. Some other sets are literally loaded from old.

**Stockholm, SE:** No automatic refresh today In the long run we will ha weekly refresh (or more often).

**Boston, MA, USA:** Depending on the dataset we update some of them as needed, such as once a year budget sets. Others are updated daily. Ones that are strictly API enabled (Open311) are real time. There's fully automated ETL scripts that move the data from source system to the portal.

**San Diego, CA, USA:** It is premature to answer this question since the policy and implementation plan are currently under development**.**

**Amsterdam, NL:** Some are real time feeds, so they are updated automatically. Most feeds are static or anual and are update manually.

**New York, NY, USA:** Each data set has a "refresh frequency" associated with it. Some are annual, some monthly, some weekly, some daily.

**Copenhagen, DK:** Depends. Some (real time) datasets are updated automatically, some only once a week/month/year and yet again some only on demand.

**State of São Paulo, BS**: According each data base.

**Greater London Authority, UK:** It depends on the individual dataset. Some are updated monthly, others quarterly and some annual or less frequently. Mostly they are manually updated but a few datasets have automatic ‘live’ feeds if this is available and the best way of updating the data.

**New Zealand:** An open data policy principle requires updates of the original data to be released.

**Bahia Blanca, AR:** En la mayoría de los casos no publicamos data sets rigidos que requieren actualización periódica. Nuestra plataforma de datos Abiertos (utilizamos la plataforma de la empresa Internacional JUNAR) está conectada directamente sobre los sistemas de gestión y se actualizan en tiempo real. Por citar un ejemplo, si un ciudadano paga un impuesto o el municipio realiza un pago a un proveedor el mismo se ve reflejado en tiempo real en el portal de datos abiertos. Este punto es uno de los principales motivos por el cual la implementación de a política de Open Data en Bahía Blanca llama mas la atención. Todos lo sistemas con los que trabaja en Gobierno de Bahía Blanca están conectados de esta forma a la plataforma de JUNAR.

*Did you have a strong support from the political leadership for starting and running the program?*

**Rotterdam, NL:** We have support from an alderman although there is not a wide active support in the city council (the alderman is not member of the city council but has an executive role. They are selected from a political party though). I see a passive political acceptance of the inevitability of open data. I personally believe that compassionate officials have far more impact on the amount and quality of open data being published (we run 3 datastores now in amsterdam, rotterdam and eindhoven and can tell the differences). Of course they need a political "go" but after that, it's up to them.

**Stockholm, SE:** Yes.

**Boston, MA, USA:** It has been a part of several different initiatives, all supported by the CIO.

**San Diego, CA, USA:** To-date we have received unanimous support for the creation of an open data policy from our City Council and Mayor.

**Amsterdam, NL:** Yes, both the city council and the mayor/aldermen support the program.

**New York, NY, USA:** Yes. Executive order followed by local law legislation. But the program was voluntary before the law was adopted. And the law provided for a phase in over time.

**Copenhagen, DK:** We're on our way getting there. The start has been a kind of intrapreneurial startup-project but now we've gotten top management's attention and will be building on this momentum going forward.

**State of São Paulo, BS:** Not enough

**Greater London Authority, UK:** I would say the national government has a strong objective to move towards open data that our regional government reacts to. However, we did have our own strong political leadership when starting the London Datastore.

**New Zealand:** Yes.

**Bahia Blanca, AR:** Sin duda, sin decisión política no es posible la apertura de datos, en nuestro caso el Intendente Gustavo Bevilacqua a tomado el movimiento Gobierno Abierto como eje de su gestión. Es el 1er Municipio de la Argentina que crea una Agencia con rango de Secretaría para implementar un proyecto de estas características y que no tiene restricciones en cuanto a laapertura de datos

*What is the source of funding for running the program?*

**Rotterdam, NL:** It started with a research grant in 2011. That made it possible to set up a program directed at building a datastore, collecting data from within the municipality and organising events to promote open data.

**Stockholm, SE:** Yearly budget of 3 million SEK.

**Boston, MA, USA:** IT Operating budget**.**

**San Diego, CA, USA:** General Fund.

**Amsterdam, NL:** Mixed. Local government, European projects and private parties.

**New York, NY, USA:** no new funds were appropriated. All agencies had to adapt with existing funds.

**Copenhagen, DK:** Internal existing resources/budget. Future funding will probably be a mix of specific budget funds + EU funding.

**State of São Paulo, BS:** State budget to department.

**Greater London Authority, UK:** It is a relatively low budget but all money comes out of the central staff costs pot ie public funding.

**New Zealand:** Government funding is provided by Land Information New Zealand and through financial or in-kind contributions from other agencies.

**Bahia Blanca, AR:** Los fondos son Municipales y también tenemos acuerdos con distintas ONG con las cuales hemos integrado sistemas para que ellos mismos funcionen como auditores externos, algunos de los desarrollos de esas ONG se hicieron con fondos de ellos.

*Do you have a training program for the civil servants dealing with the open data strategy? If yes, what kind of training? (E.g. simulation, workshops, intensive seminars, webinars*)

**Rotterdam, NL:** The programme had some room for training civil servants about open data. It was necessary to get them ready to publish their "own" data. We organised workshops but also supported individual officials. Literally standing next to their desks.

**Stockholm, SE:** No.

**Boston, MA, USA:** No formal training. But it is a part of overall strategy with business intelligence and analytics. This means that there is always work to be done on changing the culture to use these methods.

**San Diego, CA, USA:** No formal program established yet.

**Amsterdam, NL:** No training program. We do have meetings to share knowledge and experiences.

**New York, NY, USA :** yes. for more information would refer to the open data team at doitt**.**

**Copenhagen, DK:** Not for now but we've discussed the need.

**State of São Paulo, BS:** no.

**Greater London Authority, UK:** We supply training and advice to colleagues who require this. We offer a structured training about the Statistics Code of Practice**.**

**New Zealand:** We offer intensive training on applying the New Zealand Government Open Access and Licensing framework (NZGOAL) to information released for re-use. This also covers the New Zealand Data and Information Management Principles. We publish guidance online at http://ict.govt.nz/guidance-and-resources/information-and-data/nzgoal/ and http://ict.govt.nz/programmes/open-and-transparent-government/toolkit-agencies/. We also present at seminars run by government agencies or sectors**.**

**Bahia Blanca, AR:** Luego de un año y medio de apertura hemos realizado dos eventos para fomentar la participación ciudadana donde obtuvimos muy buenos resultados, de uno de ellos surgió la plataforma www.quepasabahiablanca.gov.ar que muestra los estudios ambientales de los últimos años que se hicieron sobre el Polo Petroquimico de la Ciudad, siendo este uno de los temas mas importantes que preocupa a la ciudadanía por el impacto ambiental que esta industria produce. Es la 1era vez que un Gobierno divulga estos informes que hasta las gestiones anteriores los mismos eran de carácter confidencial. En este momento estamos trabajando en un programa de Escuela de datos en conjunto con la OKFN (Open Knowledge Fundation) y el BID orientado a escuelas primarias, secundarias y periodistas. Es el primer programa de Escuela de Datos creado desde un Gobierno Municipal. Tenemos acuerdos firmados con las dos universidades locales para que los alumnos de las carreras de grado afines a los datos que el Gobierno abre, realicen sus tesis reutilizando los mismos**.**

*How do you evaluate your results/achievement? If yes, what kind of evaluation system or parameters do you using?*

**Rotterdam, NL:** We monitor the use of the datastore and also try to keep track of what is happening with the reuse of data. We are really at the beginning of open data and it will take a couple of years for results to show. Our goal is to grow a community of open data suppliers, -users, - translators, etc.

**Stockholm, SE:** No eval yet.

**Boston, MA, USA:** Evaluating the success really comes from the feedback we recieve from the various user groups in the community. We feel we are serving them well if people are actively engaged and using the data we provide as well as reaching out to find out more.

**San Diego, CA, USA:** The City is in the process of creating a Department of Analytics and Performance Management, which is designed to play a role in evaluating internal operations, including open data programs.

**Amsterdam, NL:** By number of datasets, business cases, best practices, applications and cooperations.

**New York, NY, USA:** refer to doitt open data team for details. A key metric is the number of data sets available over time.

**Copenhagen, DK:** None at the moment. Our focus is not on # of datasets, # of visits on the portal but on value creation.

**State of São Paulo, BS:** Slow to growth.

**Greater London Authority, UK:** We study the webstats every month to help us evaluate what kind of data is popular, which helps us shape what we do on in the future given the relatively small resources available to us.

**New Zealand:** Government departments complete an annual survey on their progress adopting the open data policies. The Secretariat aggregates the responses and reports annually to Cabinet on progress. See http://ict.govt.nz/programmes/open-and-transparent-government/declaration-open-and-transparent-government/

We expect to carry out a benefits realisation study in late 2015, four years after Cabinet’s approval of the Declaration on Open and Transparent government. We are commencing work to develop parameters etc.

**Bahia Blanca, AR:** No tenemos un sistema estricto de evaluación sobre los resultados, los logros los medimos en cuanto a la penetración de las herramientas creadas en las sociedad, ya se por la reutilización de datos, creación de apps o plataformas nuevas o uso de las plataformas de participación ciudadana que nosotros mismos creamos. Bahia Blanca en una ciudad de 320.000 habitantes y no tiene una comunidad de desarrolladores activa o de periodistas que se dediquen a investigaciones a partir de los datos. Sin embargo si hay un constante uso por parte de la ciudadanía de los datos abiertos o servicios que afectan el día a día de los vecinos, ya sea por herramientas de participación como por ejemplo las apps de atención ciudadana, la de alerta bahía blanca (www.alertabahiablanca.com.ar) o por datos que los medios nos solicitan o consultan en el portal para realizar notas.

**B. On relations with application developers:**

*How many active developers are there in your city/region/country?*

**Rotterdam, NL:** hard question. I'd say a couple of thousand in the city. About 200 are actively using open data.

**Stockholm, SE:** Hard to estimate, maybe 50-100 overall.

**Boston, MA, USA:** Not sure about the total numbers. The local Code for America group in Boston has over 300 member currently and weekly meetings are often at least 10% of that number. Other groups that use our data are larger but more irregular. The academic community is difficult to quantify because students and researchers use our data for projects and classes have even.

**San Diego, CA, USA:** We have not yet collected this data, but the City conducted an "apps challenge" in 2012 that had received around 70 developer app submissions**.**

**Amsterdam, NL:** We have a very active community of developpers (Appsterdam) with over 1.500 members. This is just a part of the number of developers in the region. We have a group of some dozen companies that are actively using open data in their development.

**New York, NY, USA:** many. hundreds, thousands.

**Copenhagen, DK:** Not known.

**State of São Paulo, BS:** No idea.

**Greater London Authority, UK:** Too many to know about in London.

**New Zealand:** Unknown. Open data hackfests are occasionally held in some of our main cities and these are popular, but we cannot provide further details.

**Bahia Blanca, AR:** Como dije anteriormente, Bahia Blanca es una ciudad relativamente chica que si bien posee dos universidades técnicas importantes, hasta el momento no se ha logrado una gran participación que impliquen desarrollos sobre los datos abiertos en forma independiente, Los logros mas grandes son por acuerdos con las universidades o ONGS que si se han involucrado y los resultados de sus investigaciones se han integrado al portal de Gobierno Abierto, los dos casos más importantes son www.quepasabahiablanca.gov.ar y www.gastopublicobahiense.org dos plataformas que tienen un importante uso por parte de la comunidad.

*Do you have a prime stake holder group among journalists, apps developers, businesses, citizens*?

**Rotterdam, NL:** Just to start communities around various theme's, such as transport, logistics, health, safety, education, etc.

**Stockholm, SE:** developers main target, but also journalists to some extent**.**

**Boston, MA, USA:** For Boston we find the biggest users are developers, the press, and the academic/research community. Each one has their own particular needs from us and we try to balance what we offer to each of them.

**San Diego, CA, USA:** All stakeholders benefit, so the appeal is currently targeted broadly. However, we are specifically focusing on civic engagement with regard to our infrastructure repair and replace priorities.

**Amsterdam, NL:** yes.

**New York, NY, USA:** no prime target. we try to cover all and be available to all.

**Copenhagen, DK:** app devs/startups + students.

**State of São Paulo, BS:** No.

**Greater London Authority, UK:** We provide data for all these stakeholder groups. I would say professional users (eg other researchers, journalists) are our main stakeholders, but we’d like to offer more to citizens in the future.

**New Zealand:** Yes Open NewZealand is a key stakeholder group, with members including apps developers, data owners, policy people, citizens, journalists.

**Bahia Blanca, AR:** Nuestro principal objetivo es llegar a lo ciudadanos, tenemos una agenda mas orientada a la transparencia y ahora estamos dando el paso siguiente hacia la innovación tecnológica y participación ciudadana, las redes sobre los distintos actores mencionados ya está hecha y nuestro principal objetivo de este año 2014 es desarrollar e implementar el proyecto de Escuela de Datos que mencionamos anteriormente.

*Do you meet with developers, businesses, NGOs or journalists that use your data sets?   
If yes: How often do they meet with them? What is the format of meeting that you use? (Formal events, informal meetings, email exchanges etc.)*

**Rotterdam, NL:** we meet very irregular, depending on people who organise workshops or other events.

**Stockholm, SE:** Yes, we have forum meetings with all stakeholders (open for all) on maybe a quaterly basis. Twitter and Facebook also quite useful and active forums.

**Boston, MA, USA:** I am actively engaged in the community. I try to directly reach out to advocacy groups, volunteer groups (Code for America), the academic community and the press. We have no formal meetings as we try to maintain a dedication to serving the public and making ourselves as available as reasonable on that parties terms/schedule.

**San Diego, CA, USA:** Informal and email to this point.

**Amsterdam, NL:** Yes, we have both events (Apps for Amsterdam, Open for Business, Business Lounge) with fixed structure as well as a lot of informal meetings and email exchanges.

**New York, NY, USA:** yes. for details refer to doitt open data team.

**Copenhagen, DK:** Yes, on a regular basis in open networks and other community driven events.

**State of São Paulo, BS:** Yes, almost tree times/year.

**Greater London Authority, UK:** No we don’t meet face to face with these groups in general as there are a high number of different users. However, we hold quarterly data meetings with researchers in London local government authorities.

**New Zealand:** Our programme runs sessions at events attended by third parties who use the New Zealand government’s public datasets. We also contribute to a discussion list run by Open NewZealand, plus other global discussion fora and social media.

**Bahia Blanca, AR:** Si por supuesto, en nuestro proceso de apertura y sobre todo en los datos y sistemas más sensibles realizamos acuerdos con ONG e instituciones para que ellos realicen las plataformas de visualización de los datos a partir del total acceso a los mismos que el Gobierno les otorga. Consideramos este punto fundamental, la apertura de datos tienen que estar acompañada de actores externos que legitimen el proceso de lo contrario sería una apertura parcial y muy subjetiva que perseguiría los intereses de cada gestión de Gobierno. Tenemos reuniones semanales de seguimiento y discusión de proyectos, conferencias por skype y mails)

*Do you communicate with developers on social media? Which social media do you use (Facebook, Twitter, Google+, Pinterest, Youtube, Flickr, LinkedIn, Instagram, other)?*

**Rotterdam, NL:** twitter and linkedin.

**Stockholm, SE:** Facebook and twitter.

**Boston, MA, USA:** we often receive feedback through Twitter.

**San Diego, CA, USA:** Not yet.

**Amsterdam, NL:** Yes, but mostly via our partners.

**New York, NY, USA:** yes.

**Copenhagen, DK:** Blog + Twitter

**State of São Paulo, BS:** Facebook and Twitter.

**Greater London Authority, UK:** We use Twitter.

**New Zealand:** Some Twitter and LinkedIn conversations.

**Bahia Blanca, AR:** No utilizamos redes sociales para la comunicación del día a día con los desarrolladores que ya trabajan con el Gobierno, aunque los contactos iniciales suelen ser a través de las mismas.

*Do you find that there is a social media platform in particular which is the most efficient to communicate with the users?*

**Rotterdam, NL:** our own forum on rotterdamopendata.nl That way we can keep track of discussions and have people visiting the datastore**.**

**Stockholm, SE:** Both Facebook and Twitter works fine.

**Boston, MA, USA:** Twitter seems to work the best for this kind of data publication. It allows us to reach the people that are the most likely users.

**San Diego, CA, USA:** Not enough experience in implementing open data yet to answer this question.

**Amsterdam, NL:** No, depends on message, desired action and target group**.**

**New York, NY, USA:** refer to doitt open data team.

**Copenhagen, DK:** Twitter.

**State of São Paulo, BS:** I dont know.

**Greater London Authority, UK:** /

**New Zealand:** The discussion list run by Open NewZealand.

**Bahia Blanca, AR:** Si tuviera que elegir una elegiría Google+.

**C. On your relations with stakeholders other than application developers:**

*What is your communication/publicity strategy on open data in your city/region/country?*

**Rotterdam, NL:** we go to conferences and usually present our ideas as a showcase for others who want to start with open data.

**Stockholm, SE:** All actors are responsible for their own strategies. There is one strategy on national level from the government.

**Boston, MA, USA:** We keep with our social media and press office strategies for communication.

**San Diego, CA, USA:** Social media and interested journalists. We also participate on panels with nonpartisan groups like our San Diego County Taxpayers' Association.

**Amsterdam, NL:** We don't have a formal communication strategy, other than those for specific projects within our program.

**New York, NY, USA:** It depends. refer to doitt open data team.

**Copenhagen, DK:** Everything as open as possible.

**State of São Paulo, BS:** Blog igovsp.net and social media.

**Greater London Authority, UK:** A monthly ezine is sent to subscribers. Twitter is used to announce daily updates.

**New Zealand:** Data.govt.nz displays New Zealand’s public government data.

The Open Government data programme is publicised on <http://ict.govt.nz/programmes/open-and-transparent-government/>. We have targeted strategies for suppliers of data and users of data, but have not published a communications strategy

**Bahia Blanca, AR:** Tenemos una estrategia de comunicación que de acuerdo a la herramienta o política a comunicar comprende: medios Gráficos Medios 2.0 Redes Sociales Radio TV

*Do you consider the open data platform to be very sophisticated and easy to use/access in comparison to others which you have seen*?

**Rotterdam, NL:** yes

**Stockholm, SE:** No, it is similar to other platforms**.**

**Boston, MA, USA:** I think it is fairly easy and intuitive to use. It's actually a platform used by many cities in the US and is a hosted solution built by Socrata.

**San Diego, CA, USA:** has not yet been developed - the draft policy calls for the creation of a portal, but that has not yet been accomplished.

**Amsterdam, NL:** No, we use CKAN + Liferay, which is quite average.

**New York, NY, USA:** somewhere in the middle.

**Copenhagen, DK:** Same level, based on CKAN as many other portals.

**State of São Paulo, BS:** We need to adopt plain language for terms and to teach how to use the data.

**Greater London Authority, UK:** The platform is not very technically sophisticated, but feedback tells us it is relatively easy to use. It is easy to access as no login is required. We are hoping to redevelop the platform over the coming year

**New Zealand:** Data.govt.nz is a simple directory of public datasets. It does not host government data. Agencies are responsible for hosting their own data. Some have sophisticated platforms such as the Land Information New Zealand Data Service.

**Bahia Blanca, AR:** Luego de analizar las tres principales plataformas de open data (CKAN, JUNAR, Socrates) llegamos a la conclusión de que JUNAR era la que mas se ajustaba a nuestras necesidades teniendo en cuenta estos puntos: Implementacion Accesibilidad Interface Costos

*How many people visit the website per day/per month/ per year?*

**Rotterdam, NL:** 1000 a month with a typical working week profile (low amount of visitors during the weekends)

**Stockholm, SE:** Only a few

**Boston, MA, USA:** For the year 2013 we had 275,690 views.

**San Diego, CA, USA:** N/A.

**Amsterdam, NL:** Around 1.000 visits/month.

**New York, NY, USA:** refer to doitt open data team.

**Copenhagen, DK:** 20-50 / day.

**State of São Paulo, BS:** 1.200/month.

**Greater London Authority, UK:** 30,000 visits per month.

**New Zealand:** Not known.

**Bahia Blanca, AR:** El portal de Gobierno Abierto se inauguró el 10/10/2012 hasta el momento tuvo 250.000 personas que han ingresado con 900.000 paginas vistas, lo que da un promedio mensual de 14.000 personas. Obviamente que antes lanzamientos de nueva información publicada se producen picos muy altos que están incluidos dentro de esos números.

*Do you have a separate access portal of the open data platform for citizens, media, businesses and apps developers? If yes, can they get different types of data?*

**Rotterdam, NL:** no. Everyone can access all data although we can give various users specific rights, e.g. to start their own wiki.

**Stockholm, SE:** No.

**Boston, MA, USA:** from our open gov site people can access data in different ways. Currently these are raw data, open checkbook/financial, maps, and performance metrics.

**San Diego, CA, USA:** N/A.

**Amsterdam, NL:** No.

**New York, NY, USA:** no. everyone has access to the same data in the same format.

**Copenhagen, DK:** Everyone has same level of access (view/visualize, download, API).

**State of São Paulo, BS:** Yes.

**Greater London Authority, UK:** The Datastore is open for all the different types of user. However, specific Transport data is published on a sister website (http://www.tfl.gov.uk/businessandpartners/syndication/) and this is aimed at developers only and requires registration**.**

**New Zealand:** No – data.govt.nz is the directory for all users.

**Bahia Blanca, AR:** Tenemos la plataforma de Gobierno Abierto/ Central de Datos (http://bahiablanca.opendata.junar.com/dashboards/7817/sueldos/) que la utilizan desarrolladores y periodistas que trabajan con datos y aparte el portal de gobierno abierto (http://gabierto.bahiablanca.gov.ar) donde tratamos de traducir todos esos datos que abrimos a un lenguaje que pueda ser entendido por la ciudadanía sin conocimientos técnicos.

*Do you send surveys about use of the platform and on open data in general to the users? If yes, what kind of questions do you ask? What kind of results did you see in the survey?*

**Rotterdam, NL:** we did that only once, to receive feedback on an open data session about mobility data. We wanted to know if it was useful to the participants and also to see whether they applied the data. In retrospective we saw many participants that are now part of the open transport and mobility data community. Some businesses and developers are quite.

**Stockholm, SE:** We ask for input regarding public support efforts, or on technical matters for the platform**.**

**Boston, MA, USA:** We often will poll social media for suggestions but often just look for general feedback on a constant basis.

**San Diego, CA, USA:** N/A.

**Amsterdam, NL:** No.

**New York, NY, USA:** refer to doitt open data team**.**

**Copenhagen, DK:** No.

**State of São Paulo, BS:** No, but we have a virtual space to developers to put links for their works.

**Greater London Authority, UK:** We added a voluntary survey to the front page of the site two years ago but it was poorly responded to so we could not analyse the findings. These are the questions asked: How did you find out about the London Datastore? What is your primary reason for accessing data through the Datastore? What sort of Application have you (or are planning to) develop? How much do you intend on charging for your Application? What do you intend to use the data for? Which data category does your query today relate to? Did you find the data you required today? What data would like to see on the London Datastore? For what purpose would you use the data? How much time has the Datastore saved you on this visit? Do you think you could have found this data just as easily elsewhere? Which, if any, advantages does the London Datastore have over other sources? Which of these London Datastore featured applications have you used? How easy or difficult do you find it to do the following on the London Datastore? Please tell us why you find any of these things difficult. Overall, out of 5 how would you rate the London Datastore?

**New Zealand:** no.

**Bahia Blanca, AR:** El resultado que vimos de las encuestas a los ciudadanos que no están involucrados en el desarrollo o reutlización de datos esta orientado a que el interés de lo consultado este relacionado con los servicios que afectan el día a día de cada persona. este resultado coincide con que las secciones mas consultadas del portal tiene que ver con: Transporte Público (http://www.gpsurbana.com) Segumiento de flota de vehiculos (http://gabierto.bahiablanca.gov.ar/mapa-interactivo/) Recoleccion de residuos (http://gabierto.bahiablanca.gov.ar/mapa-interactivo/) Tramites y Servicios descentralizados. (http://www.bahiablanca.gov.ar/tramites-y-servicios/)

*Do you organize events/meetings with the users of the platform?*

**Rotterdam, NL:** yes.

**Stockholm, SE:** Yes (not many).

**Boston, MA, USA:** Usually on their own terms or within meeting structures of those particular organizations. But sometimes we will have meetings with individuals or companies as they present themselves.

**San Diego, CA, USA:** N/A.

**Amsterdam, NL:** Not specific targeted to users of the platform.

**New York, NY, USA:** yes. many hackathons, competitions and the like. very active community.

**Copenhagen, DK:** We engange with local communities through involvement in hackathons and community meetings.

**State of São Paulo:** Yes, but we havent a regular event.

**Greater London Authority, UK:** No.

**New Zealand:** no. Our contact with users of the platform is via the Request module where users can request public data that has not yet been made available. The agency and the user’s online conversation is made public.

**Bahia Blanca, AR:** Si hemos realizado con desarrolladores, investigadores, periodistas e incluso con ciudadanos que solicitan información o que tienen consultas sobre el uso de la plataforma.

*Do you have a catalogue of all the apps available that are created on the basis of the data that is shared by your city/region/country? Do you provide users with a rating system for the apps?*

**Rotterdam, NL:** yes, though we are never certain that "all" apps are being published. It is voluntary and we sometimes ask developers to publish their app or idea.

**Stockholm, SE:** No

**Boston, MA, USA:** Not as of yet.

**San Diego, CA, USA:** N/A.

**Amsterdam, NL:** yes.

**New York, NY, USA:** yes. refer to doitt open data team.

**Copenhagen, DK:** Not yet.

**State of São Paulo, BS:** Yes, but we need reformulate. We have too a Annual Award for developers.

**Greater London Authority, UK:** We only catalogue the apps that we know about. Developers are not obliged to tell us about what they create. But yes we do list the ones we know about and yes people can rate the apps.

**New Zealand:** Not yet.

**Bahia Blanca, AR:** La misma plataforma de Junar genera un catalogo automático de todos los datos abiertos separaos por vistas o gráficos (http://bahiablanca.opendata.junar.com/home/), Cada vista o gráfico tiene sus propias estadísticas de uso.

**D. On your relations with citizens and transparency initiatives:**

*Do you use open data to get citizens involved in decision making? (budgeting, city planning…)*

**Rotterdam, NL:** no.

**Stockholm, SE:** It is a matter of each actor to do so (it is done to some extent, not a lot).

**Boston, MA, USA:** We currently post all budget, permitting, enforcement, and performance management data. These are often directly related to a citizen being able to make an informed decision about their local government.

**San Diego, CA, USA:** Yes.

**Amsterdam, NL:** We don't, but other programs/projects in the city do.

**New York, NY, USA:** attempting to.

**Copenhagen, DK:** Not yet.

**State of São Paulo, BS:** Yes.

**Greater London Authority, UK:** Transparency of data relating to how their city is governed is one of the primary objectives behind open data. We offer a separate platform called ‘Talk London where citizens can discuss their opinions on policy, often with data as the foundation.

**New Zealand:** We encourage departments to make data available when consulting with citizens on public policy. Our New Zealand Government Open Engagement Service is expected to allow greater engagement. See <https://webtoolkit.govt.nz/blog/2013/07/government-online-engagement-service-goes/>.

**Bahia Blanca, AR:** Si tenemos una sección en el portal de Gobierno Abierto que se llama Despacho Abierto donde los ciudadanos pueden opinar sobre los proyectos del Gobierno y por otro lado hay una división especifica de Presupuesto Participativo.

*Do you use transparency in advertising open data to citizens?*

**Rotterdam, NL:** it is an argument for journalists. Not really for citizens in general.

**Stockholm, SE:** A bit, yes.

**Boston, MA, USA:** /

**San Diego, CA, USA:** Yes.

**Amsterdam, NL:** N/a.

**New York, NY, USA:** yes.

**Copenhagen, DK:** Not yet.

**State of São Paulo, BS:** Yes.

**Greater London Authority, UK:** If citizens are to trust us and the open data product, it is important to show that we are transparent with data especially in relation to how the GLA is run eg salaries, spending, contracts, etc These are provided on the Datastore**.**

**New Zealand:** One of the reasons for our open data programme is to increase the openness and transparency of government’s performance. So government departments are expected to release data illustrating this. However, we do not use transparency in advertising open data to citizens.

**Bahia Blanca, AR:** Si, dentro de la estrategia de comunicación se comunica perodicamente sobre la información que se abre en el portal de Open Data y en la central de datos.

*If at all, in which public policy areas are citizens included?*

**Rotterdam, NL:** nonen.

**Stockholm, SE:** e-gov in general, public e-services for citizens.

**Boston, MA, USA:** /

**San Diego, CA, USA:** Infrastructure prioritization and budgeting.

**Amsterdam, NL:** Budgeting.

**New York, NY, USA:** refer to doitt open data team.

**Copenhagen, DK:** N/A.

**State of São Paulo, BS:** No, but we're working for this.

**Greater London Authority, UK:** Many GLA policies go to public consultation, but we also discuss policy on Talk London http://talklondon.london.gov.uk/ and conduct monthly telephone polls to help us gauge public opinion.

**New Zealand:** New Zealand consults widely with citizens on public policy, as set out in <https://webtoolkit.govt.nz/blog/2013/07/government-online-engagement-service-goes/>**.**

**Bahia Blanca, AR:** Hoy en día los ciudadanos participan mediante las herramientas mencionadas anteriormente para la evaluación de proyectos y también contribuyen en el mantenimiento de la ciudad a través de los distintos canales de comunicación de Atención Ciudadana (teléfono, redes sociales, apps, web) y del programa de Alerta Bahia Blanca orientado a la protección ciudadana. www.alertabahiablanca.com.ar http://www.bahiablanca.gov.ar/bahia0800b/default3.aspx

*Are you facing problems (logistical or political) in increasing transparency?*

**Rotterdam, NL:** We see many problems here. The most valuable transparency data is about public spending. The executive council is blocking that data and leaves decision making to their successors (elections will be held in March 2014). Within the administration there is hardly any support for open data that would increase transparency.

**Stockholm, SE:** It is a slow process of convincing actors to open up more data, knowledge and lack of experience is ke

**Boston, MA, USA:** There are sometimes logistical problems such as non-digital information, or making sure that the privacy of citizens is protected.

**San Diego, CA, USA:** no.

**Amsterdam, NL:** Not yet.

**New York, NY, USA:** not necessarily

**Copenhagen, DK:** Culture/mindset is hard to change

**State of São Paulo, BS:** No**.**

**Greater London Authority, UK:** Yes. Within the organisation there are different personalities and some people support open data/transparency and others see it as a risk or as unnecessary and time consuming. Also, different parts of the wider GLA group have different data standards and different levels of data sharing protocols. Trying to get the whole organisation to be consistent on this matter requires a lot of work and patience. Leadership at the top is very important to achieving this.

**New Zealand:** No. New Zealand scores well in Transparency International’s Corruption Perceptions Index. We are 1st equal with Denmark at present**.**

**Bahia Blanca, AR:** Siempre en la Argentina la transparencia de los Gobiernos es cuestionada, generalmente los ciudadanos tienen una visión corrupta de los políticos sin importa cual sea su partido. El desafío planteado a mitad del 2012 en implementar políticas de gobierno abierto en Bahia Blanca dio muy buenos resultados. Los principales problemas que hemos enfrentado hasta ahora vienen de la Oposición política que en algunos casos han votado una ordenanza en contra de la apertura de ciertos datos (sueldos del personal municipal) con el argumento de que dicha publicación atenta contra la seguida de las personas. De esta manera Bahia Blanca se convirtió en la primer ciudad del mundo donde sus legisladores votaron en contra de una medida de transparencia, lo mismo pasó con la publicación de los planes sociales que el Gobierno de Bahia Blanca les da a los mas necesitados.

*Among citizens, are you able to profile the average user? (In terms of age brackets and level of education and IT capabilities)*

**Rotterdam, NL:** We see many problems here. The most valuable transparency data is about public spending. The executive council is blocking that data and leaves decision making to their successors (elections will be held in March 2014). Within the administration there is hardly any support for open data that would increase transparency.

**Stockholm, SE:** No.

**Boston, MA, USA:** /

**San Diego, CA, USA:** Not yet.

**Amsterdam, NL:** /

**New York, USA:** not really.

**Copenhagen, DK:** Yes.

**State of São Paulo, BS:** Its very difficult for now.

**Greater London Authority, UK:** No because no login is required, but we do know a lot about the demographics and skills of the London population overall.

**New Zealand:** No.

**Bahia Blanca, AR:** Al momento no tenemos esas estadísticas con esa segmentación.

1. European Commission, 2013. [↑](#footnote-ref-1)
2. Open Data Institute, 2014c. [↑](#footnote-ref-2)
3. World Bank, 2014. [↑](#footnote-ref-3)
4. European Commission, 2013a. [↑](#footnote-ref-4)
5. Tene, Omer and Polonetsky, Jules, 2012. [↑](#footnote-ref-5)
6. Kerby, Richard, Speech at Data Days Ghent 18.2.2014. [↑](#footnote-ref-6)
7. European Commission, 2013a. [↑](#footnote-ref-7)
8. San Francisco Data, 2014. [↑](#footnote-ref-8)
9. Cf. Bahia Blanca Website. [↑](#footnote-ref-9)
10. Thornton, Sean, 2013. [↑](#footnote-ref-10)
11. European Commission, 2014b. [↑](#footnote-ref-11)
12. Cf. New Zealand Response, Appendix II. [↑](#footnote-ref-12)
13. City of Chicago, 2014. [↑](#footnote-ref-13)
14. Open Data Institute, 2014b. [↑](#footnote-ref-14)
15. Interview with Eurocities, Brussels, 30.1.2014. [↑](#footnote-ref-15)
16. Cf. Responses from San Diego and Amsterdam, Appendix II. [↑](#footnote-ref-16)
17. World Bank, 2013. [↑](#footnote-ref-17)
18. Open Knowledge Foundation Finland [↑](#footnote-ref-18)
19. Open Data Institute and The Open Knowledge Foundation [↑](#footnote-ref-19)
20. Cf. LSE Department of Media and Communications [↑](#footnote-ref-20)
21. For a complete overview of their academic partnership, visit theodi.org/training. [↑](#footnote-ref-21)
22. Ash Centre for Government, 2014. [↑](#footnote-ref-22)
23. Finnish Ministry for Education and Culture, 2014. [↑](#footnote-ref-23)
24. Open Data Institute, 2014c. [↑](#footnote-ref-24)
25. Eurocities, 2013. [↑](#footnote-ref-25)
26. European Council, 2003. [↑](#footnote-ref-26)
27. City Service Development Kit, 2014. [↑](#footnote-ref-27)
28. European Commission, 2014a. [↑](#footnote-ref-28)
29. European Commission, 2012. [↑](#footnote-ref-29)
30. W3C, 2014. [↑](#footnote-ref-30)
31. European Commission, 2013c. [↑](#footnote-ref-31)
32. European Commission, 2013d. [↑](#footnote-ref-32)
33. See French Open Data Portal, Available in French, German and English. [↑](#footnote-ref-33)
34. Kroes, Neelie Speech in Bratislava 5.3.2012. [↑](#footnote-ref-34)