Project acronym:	CLARITY
Project title:	Champion eGovernment appLications to increAse tRust, accountabIlity and TransparencY in public services
Grant number:	693881
Programme:	Horizon 2020
Objective:	NSO-1-2015 ICT-enabled open government
Contract type:	Co-ordination and Support Action
Start date of project:	01 March 2016
Duration:	24 months

Deliverable D1.4:
Network liaison plan

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Dissemination level:	Public
Deliverable type:	Final
Version:	2
Submission date:	31 May 2017

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EXECUTIVE SUMMARY

This is Deliverable D1.4 Network liaison plan for the European Commission funded project CLARITY. As CLARITY is a Communication and Support Action (CSA) it is of special importance that the project liaises with existing networks working towards encouraging the uptake of open eGovernment initiatives in Europe. This deliverable is one of the steps taken to ensure wide recognition of the CLARITY project and its strengths and capabilities and willingness to connect networks, organisations and institutions working toward improving open eGovernment initiatives across Europe.

The deliverable identifies the key networks in Europe and organises within the open eGovernment stakeholder categories identified in the first deliverable of the CLARITY project – *D1.1 CLARITY Stakeholder taxonomy.* The following network categories are presented in this deliverable:

- Citizen networks
- Public Administration networks
- Engagement Catalyst networks
- Industry networks
- Missionary Organisations networks
- Technology Drivers networks

The open eGovernment ecosystem is fast changing and the CLARITY partners will ensure that these lists will be kept up to date and new networks added as they are formed.

For each network we have identified it´s key role, website and social media channels, and the first step will be to engage via linking the CLARITY project and the network via these means. The networks will also be added to the CLARITY contact list and will thus receive CLARITY newsletters and adverts for upcoming events.

The CLARITY partners will also contact the networks in a more targeted manner to introduce the project and invite them to publish events and/or write blogs for the CLARITY website. Network liaison will be on-going throughout the duration of the project and this plan greatly assists in organising the work for the CLARITY partners.

1   INTRODUCTION

This Liaison with Existing Networks report consists of a list of networks and liaison strategies which will be key throughout the continued implementation of the CLARITY project. The challenge of Open eGovernment solutions is complex and therefore needs to be addressed with a thorough, pluralist analysis.

1.1   METHODOLOGY

The research has, accordingly been carried out through e-mailing lists, qualitative relationship building, networking events. We have also made use of websites, blogs, chat rooms, off-the-record discussions with civil servants and Open eGovernment advocates, news articles and more.

For the CLARITY project, umbrella organizations like Open Government Partnership[1] are especially relevant for information and knowledge sharing across the open e-Government ecosystem. They provide a variety of functions and cover a multitude of issues as they involve many members and are used to participation by both local and international partners and projects. Using and supporting these kinds of networks is one way to further harmonize the open eGovernment ecosystem and mobilize the CLARITY recommendations.

1.2   STAKEHOLDER TAXONOMY

For deliverable 1.1 of the CLARITY project, we have mapped out the stakeholder taxonomy within open e-Government, and given examples of specific actors within their various roles. We categorised actors into 6 groupings as can be seen in the figure below.
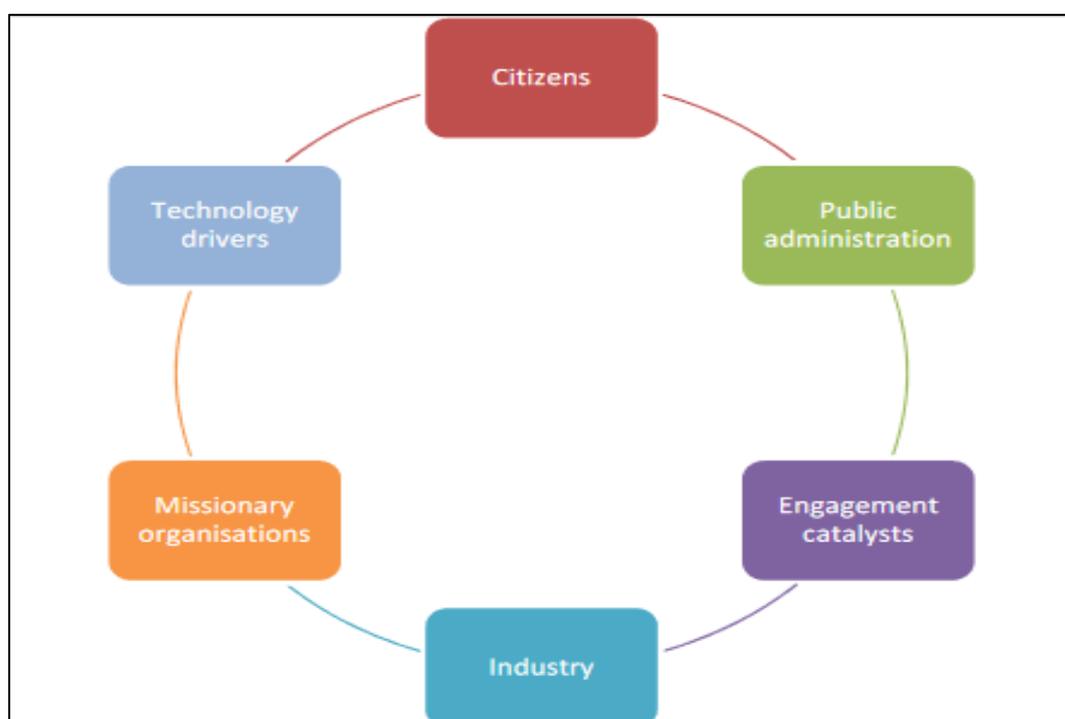

Figure 1: Stakeholder Groups

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[1] http://www.opengovpartnership.org/

2   NETWORKS – VALUES, MOTIVES, BARRIERS & NEEDS

2.1   STAKEHOLDER VALUES AND MOTIVES

In general there is a consensus among stakeholders that taxpayer money should be spent effectively, as this is very frequently listed in their mission statement. This can only truly happen when the utilization of a resource can be copied, replicated and thus maximised. There is also consensus that the functions of a government shall be transparent to its citizens as it is an important way for them to keep their government accountable. This builds on the Open Government principles which are commonly presented through the Open Government Venn Diagram.
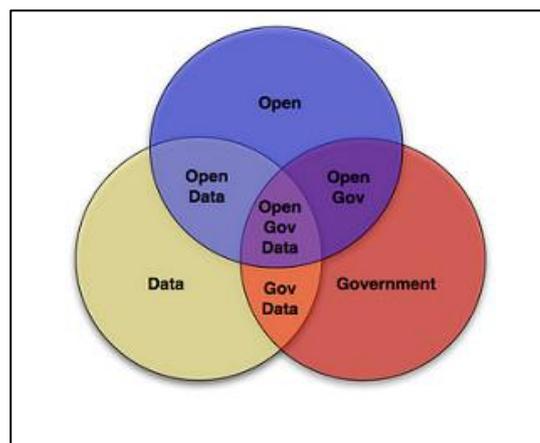
Another factor working as a motivation for the implementation of Open eGovernment services is that the government becomes an open platform for innovation which entrepreneurs, activists and citizen can build on. It is also generally accepted that innovations can be replicated to more government authorities within nations and across borders, enabling ICT infrastructure costs to be spent more wisely. The wide range of possibilities which open eGovernment solutions enable and the promising potential of increased social, ecological and economical sustainability are strong factors motivating a faster adoption rate of such solutions. Apart from the overarching values and motives there are specific motives for each and every one of the stakeholder, and stakeholder groups, which are good reasons to move toward adopting or providing open eGovernment services. These are summarized by level of functionality below:

- *Citizen Networks*
    - Increased trust in government
    - Ability to leverage more impact on policymakers
    - Increased simplicity with open standards
    - Increased user experience efficiency and quality with standardized environments

- *Public Administration Networks*

    - Money saved
    - Good PR to share with the public about more effective management of taxpayer money

   o Good PR for policymakers

   o Reduced time burden

   o Reduced risk of potential duplication and overlapping work streams

   o Facilitated collaboration within EU countries and nations globally

   o Access to good practices from outside of normal partnerships

   o Streamlining through interoperability

- *Missionary Organisation Network*

   o Increased resources to work with

   o Enabling more resources to be spent on other questions and topics

- *Industry Networks*

   o Safer revenue streams based on new business models

   o Less or no market cannibalism without the perils of a few concentrated actors owning the entire market share.

   o Safeguarded Free market pluralism for the sake of innovation

   o Increased impact for Free and Open Source actors

   o Enable more interesting tasks and challenges to solve for government than what has already been solved in duplicated efforts

   o Opening up for interesting collaboration within and between different industry networks

   o Enables building more add-on services to offer customized support for citizens

   o Less risks for bad industry PR when building on one commonly developed system.

   o Greater access to long-term government and other open government contracts

2.2 STAKEHOLDER BARRIERS AND NEEDS

The initiatives and activities which are taken to introduce Open eGovernment solutions and mentality are often seen as quite different and unusual. This especially goes for countries like Sweden where certain industry actors have an extremely high market penetration. It also goes for a lot of countries in general which have organisational models based on traditional hierarchies and territorial and non-collaborative organisational cultures in the public, private and civil sectors. Open eGovernment solutions therefore require ongoing support from organisations and need to adapt to organisational models in our current information and networking age.

	Barriers	**Needs**
Public Administration Networks	- Often in long-term proprietary lock-ins - No policy for open source nor open standards - Lack of ideas around collaboration for saving money - Fear that open source is insecure - Different definitions of what "open" means, open is e.g. simply available	- Convenient, supportive and clear Open eGovernment alternatives - Knowledge on benefits of Open eGovernment - Clear Open Source and Open Standard policy - New methods for collaborating in an open

		source way (such as a social lab) ● Education on clear definition, e.g. OpenDefinition.org but for Open eGovernment.
Missionary Organisation Networks	● Often too radical for outreach ● Do not come with proposals adapted to the system ● May be funder driven	● Pragmatism ● Greater, broader relevance
Industry Networks	● Lack of business models ● Lack of time to spend on lobbying for Open eGovernment (*business as usual*)	● Support in innovative business model generation ● Supportive advocate organisations
Stakeholder mobilization objectives for open eGovernment		
● Focus on the need for more effective government spending ● Long term investment ● Collaboration, coordination and cooperation more intensively across organisations ● Promote best practices and good examples of Open eGovernment services ● Advocate for increased citizen satisfaction and enfranchisement ● Ensure future compatibility with existing services		

3   OPEN EGOVERNMENT NETWORKS ECOSYSTEM

More inclusive and interactive relationships between different stakeholder groups will facilitate and transfer diverse knowledge among open eGovernment actors, thus cross-pollinating networks with good practises. Activating and intensifying the contact and engagement points between stakeholders, as well as finding a better common and central space for communication, will be important to achieve the goals of more openness. The CLARITY project aims to not only identify but mobilise and engage with a multidisciplinary network of stakeholders across the open government ecosystem.

CLARITY's planned market place will be a hub and open governance platform where stakeholders can submit open eGovernment applications, review them and download code and applications.

However, in order to do this we need to actively involve and include the stakeholders from the beginning and let them take ownership of this joint collaboration. This is key to our analysis if a central point of collaboration for e.g. distribution of information and dialogue is to be adopted and used by all stakeholder groups.

This thinking is based on participatory design processes and network theory which comes from inclusive service design and community building practices as well as management of business. They are generic theories adaptable to this kind of mobilization because inclusion is such a basic ingredient to build powerful communities. By using inclusion and giving ownership we will strengthen the chances of collaborative action as well as commitment from stakeholders.

This methodology will also encourage sharing among organizations to grow the stakeholder network and mobilize more action for open eGovernment in society within the different groups identified in our work.

This report will identify influential networks and we will share some analysis of their interactions and relationships to see how they garner force for impact and influence in connection to the overall CLARITY project recommendations.

In the following sections we will identify networks for each of the taxonomy categories. The strong, long-term relationship with diverse stakeholder in various European countries is one of the most important factors which will be affecting the impact and influence of the knowledge mobilization plan as well as the whole CLARITY project.

3.1   CITIZEN NETWORKS

Name of Network	Short description	Link	Social Media
Amsterdam Smart Citizen Lab	"In the Smart Citizens Lab we explore tools and applications to map the world around us. Along with citizens, scientists, and designers, we deal with themes ranging from air quality to the conditions of bathing water to noise pollution."	https://www.waag.org/en/lab/amsterdam-smart-citizens-lab	
DSI4EU	"A community of people and projects who use the internet for social good. Very bottom-up approach, relevance to more government oriented approach in CLARITY to be evaluated."	https://digitalsocial.eu/ and	https://twitter.com/DSI4EU
Things Network	"A global community of more than 2000 people over 40 countries building a global Internet of Things data network. We use a long range and low power radio frequency protocol called LoRaWAN and for short range Bluetooth 4.2. The technology allows for things to talk to the internet without 3G or WiFi. So no WiFi codes and no mobile subscriptions."	https://www.thethingsnetwork.org/	https://twitter.com/thethingsntwrk and https://www.facebook.com/thethingsnetwork/

In addition to the Citizen network examples mentioned above, service users and unique activists, also mentioned in the communication plan are the loosely connected subgroups of people within this field, who could potentially be more involved and engaged. Citizen networks a further relevant to all actors, as besides a primary role everyone is a citizen. Relations and interactions

Most of the interactions and relations within citizen networks take place through social media such as Twitter and LinkedIn. The CLARITY project twitter account will follow relevant stakeholders' twitter accounts within the area of open eGovernment, in order to follow discussions and contribute to them.

At LinkedIn we will have weekly messages as well as join and create sub groups. We will refer valuable contents and create and engage in discussions with eGovenrment stakeholders.

The CLARITY website http://CLARITY-csa.eu will be a key function to gather people around the topic of Open eGovernment. The idea of Open eGovernment Services should be explained in appealing and simple language for people new to the context, yet the site has to be professional and detailed enough to engage all level of stakeholder expertise.

The website consists of information about the project, key contacts, consortium partners, and will have a repository for all of CLARITY´s project deliverables and communication material such as newsletters, press releases, a project brochure and poster, as well as conference and other presentations given at external and internal events. It also includes information about "affiliated" projects, and key contact information. The website will host both short texts, for quick scanning, as well as more in-depth information to cater to different stakeholder needs.

3.1.1   Good examples

In addition to the list above, there are a few good examples worth to highlight. For example in Sweden there is a group called OpenGov.se network which is a Facebook group. This is a

typical kind of citizen network which has started based on individual frustration with today's solutions. This Facebook group then outgrew its structure and format, and is now facilitating a discussion at a closed platform where already invigorated OpenGov-activists from all sectors of society participate. The CLARITY project is a great opportunity to tap into and utilize the potential of such groups, connecting them to a larger community and purpose. It would also help broaden the discussion, and add an additional dimension to its current expert-based form, thus making it more open and accessible to citizens and their various perspectives.

3.1.2   Engagement Plan

Engaging citizen networks needs to go through a central node, and it needs to be relevant and well packaged towards their focus. An example is that the ThingsNetwork, the City of Amsterdam and Waag Society will cooperate in LoRaWan experiments, in the spirit of citizen science and citizens clean air measurements. Any engagement needs to illustrate the overall benefits towards their specific objectives.

Once these parameters are determined, reach out via twitter, invite to invents, scan their resources for possible keynote speakers or further links and contact key actors directly when relevant and possible. One needs to build or build upon relationships with citizen networks, and where possible, provide them with substantial and beneficial transactions to support their focus targets.

3.2   PUBLIC ADMINISTRATION NETWORKS

Name of Network	Short description	Link	Social Media
Join Up	Very active, lots of e-government examples. Joinup is a collaborative platform created by the European Commission and funded by the European Union via the Interoperability Solutions for European Public Administrations (ISA) Programme. It offers several services that aim to help e-Government professionals share their experience with each other. We also hope to support them to find, choose, re-use, develop and implement interoperability solutions.	https://joinup.ec.europa.eu	https://twitter.com/Joinup_eu
Red Española de Ciudades Inteligentes (RECI, Spain)	This network was created in 2011 and is composed of more than 30 cities that share a view on the need to handle their resources in a more efficient and effective manner. So far, the networks has held several meetings per year where the different members have exchanged good practices. There are currently 5 working groups (social innovation, energy, environment, urban mobility and economy and government).	http://www.redciudadesinteligentes.es/	
Federación Española de Municipios y Provincias (FEMP, Spain)	This network puts together all municipalities and provinces in Spain. Hence it is a superset of the previous network (RECI) with a stronger institutional character. It has several working groups on a large number of thematic areas, which overlap with the priority areas of CLARITY.	http://www.femp.es/	

Name of Network	Short description	Link	Social Media
AENOR standardisation group on Smart Cities (Spain)	AENOR is the Spanish normalisation agency. The AENOR technical committee CTN 178 is focused on providing support for the creation of technical norms and guidelines for the development of Smart Cities in Spain, with a strong interest on the internationalisation of the efforts that have been done. More specifically, several technical norms have already seen the light in the context of this general group, where an interesting one for CLARITY is the one on Open Data for Smart Cities (UNE 178301:2015), which is now in the process of being standardised internationally.		
UK Open Government Network	"The Open Government Partnership is an international initiative that provides a platform for reformers inside and outside governments around the world to develop reforms that "promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance". Since its foundation in September 2011, over 2,000 commitments have been made by 65 participating countries, covering a third of the world's population."	http://www.opengovernment.org.uk/	@OpenGovUK
Open Government Partnership	The Open Government Partnership is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In the spirit of multi-stakeholder collaboration, OGP is overseen by a Steering Committee including representatives of governments and civil society organizations. To become a member of OGP, participating countries must endorse a high-level Open Government Declaration, deliver a country action plan developed with public consultation, and commit to independent reporting on their progress going forward. The UK **Open Government Civil Society Network (OGN)** is a coalition of organisations and individuals committed to making government work better for people through transparency, participation and accountability.	http://www.opengovpartnership.org	@partner_gov
Public Services Network	The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources.	https://www.gov.uk/government/groups/public-services-network	@PSNGovUK
Local Government Association	"We are a politically-led, cross-party organisation that works on behalf of councils to ensure local government has a strong, credible voice with national government. We aim to influence and set the political agenda on the issues that matter to councils so they are able to deliver local solutions to national problems."	http://www.local.gov.uk	@LGAcomms

Name of Network	Short description	Link	Social Media
Major Cities of Europe IT User Group	"The Organisation "Major Cities of Europe – IT Users Group" is composed of leading experts of Innovation in cities. They contribute to the continuous improvement of the value proposition of the association. It establishes the priorities and activities, it identifies the key and emerging topics of city innovation, it defines the workshop initiatives."	majorcities.eu	@majorcitieseuro
EOPYY	EOPYY is a National Organization of Greece, whose main purpose is the purchase of health services for its insured, pensioners and their dependent members. EOPYY's main objectives include: • The establishment of rules for design, quality, development, evaluation, safety and efficiency of the health services market, managing and controlling funding • The establishment of criteria and contract terms for the purchase of health services with institutions of public and private sector as well as affiliated doctors • The negotiation with all affiliated providers of their remuneration, their contract terms with EOPYY EOPYY - since its establishment in 2012 - has incorporated the vast majority of Greek social security funds' health sector. EOPYY insured base includes approximately 10.000.000 insures, depicting the bargaining power it possesses in the local market of Health Services, being the dominant player.	http://www.eopyy.gov.gr/Home/StartPage?a_HomePage=Index	
Disease Control & Prevention Center	The Centers for Disease Control and Prevention (KE.EL.P.NO.) is a private legal entity established by Law 2071/92 and operates since 1992. It is directly supervised and funded by the Ministry of Health and Social Solidarity. According to its founding law, HCDCP has as main objectives: To achieve the objectives of those HCDCP works closely with ministries, coordinating bodies, local governments, universities, laboratories and public health institutions in Greece and abroad such as the World Health Organization, United Nations, European Centre for Disease Prevention Center - ECDC, American Centre for Disease Prevention - CDC etc.	http://www.keelpno.gr/	
The ERMIS Portal	The governmental portal provides info to citizens and enterprises regarding their interaction with public administration (physical or electronic), as well as services.	http://www.ermis.gov.gr/portal/page/portal/ermis/egcl?p_topic=anapiria	

Name of Network	Short description	Link	Social Media
Council of European Municipalities and Regions (CEMR)	Founded in 1921, CEMR represents the interests of European local authorities and their associations in more than 40 countries. CEMR is also the European section of the United Cities and Local Governments (UCLG). According to CEMR website, tit has **60** member associations, is present in 1**30,000** local governments from **41** countries with **60** years of practice	http://www.ccre.org/	https://twitter.com/ccrecemr and https://www.linkedin.com/company/council-of-european-municipalities-and-regions
The European Committee for Standardization (CEN)	This is an organization which gathers 33 European countries' National Standardization Bodies. They provide a platform for European Standards and the development of these in connection to products, services, processes and materials as well as the technical documentation for these.	http://www.cen.eu/Pages/default.aspx	
VINNOVA	Vinnova the Swedish Innovation Agency has an Open Innovation network, where running events focusing on Open Data and Open Innovation connecting 30 event visitors and another 150 online viewers at their Open Data Forum which is a good place to find civil servants curious about open data and open gov	http://www.vinnova.se/en/	

In our stakeholder taxonomy, we defined primary and secondary roles for each stakeholder category. Primary players are those directly involved in the developing, testing, running, and broadly harnessing of e-Government applications. Secondary players are those who are indirectly involved in supporting and initiating, developing, testing, promoting and harnessing e-Government applications.[2]

The European Commission and the CLARITY project officers have agreed that the key target group of the CLARITY efforts should be public administration at the local and regional level. Therefore, we will put more focus on local and regional public administration to share knowledge, communicate and collaborate in order to find new and innovative eGoverment tools and approaches.

We have defined six sub categories under the public administration taxonomy category, supranational and central national governments, regional government and municipalities, specialised agencies, interoperability portals and cross border approaches. Below we have listed some examples of networks relevant for dissemination of e-Government services:

- **Supranational (e.g. EU, UN, International organizations)**
  - Joinup (https://joinup.ec.europa.eu/)
  - UNPAN (http://www.unpan.org/)
  - CCRE (http://www.ccre.org/)
  - International Cooperation Agency of the Association of Netherlands Municipalities (http://www.vng-international.nl/)
  - Council of Europe Congress of Local and Regional Authorities (http://www.coe.int/t/congress/default_en.asp?mytabsmenu=1)

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[2] Clarity deliverable 1.1

- The Network of Associations of Local Authorities in Southeastern Europe - NALAS (http://www.nalas.eu/)
- OECD Directorate of Public Governance and Territorial Development (http://www.oecd.org/gov/open-government.htm)
- **National (e.g. French government)**
  - SALAR or SKL The Swedish Association of Local Authorities and Regions (http://skl.se/)
  - Association of Austrian Cities and Towns (https://www.staedtebund.gv.at/)
  - Association of Romanian Communes (http://acor.ro/)
- **Regional (e.g. Basque regional administration)**
  - Basque Regional Government (http://www.euskadi.eus/hasiera/)
  - Scottish Government (http://www.gov.scot/)
- **Specialised Agencies**
  - EDA (https://www.eda.admin.ch/sdc)
  - Vinnova http://www.vinnova.se/en/
  - EGA (http://ega.ee/about/)
- **Municipalities**
  - Berlin (http://www.berlin.de/)
  - Skellefteå (http://portal.skelleftea.se/)
- **Interoperability agents and tools**
  - Chile (http://2011-2014.modernizacion.gob.cl/interoperabilidad/)
  - X-Road (https://www.ria.ee/x-road/)
  - Öppnadata.se (http://oppnadata.se/)

3.2.1 Relations and interactions

These networks are often expert-based, and have organizational models which only allows for a few people to engage with the topic of open eGovernment. For mobilization purposes our thesis is that the Public Administrations network would be very interested in lectures and workshops on how they can lower the costs of their current government services, and the CLARITY project is in a good position to provide alternatives in this field.

3.2.2 Engagement Plan

These networks are very relevant to CLARITY's work and they should be directly engaged with a standard package highlighting the marketplace, the input and networking opportunities available through CLARITY, and looped into the whole process of this project on an extensive level. For best results, local and national networks would greatly benefit from exposure to other European locations for new ideas and a reinforcement of good practices.

Although these groups are not directly related to the main groups identified in CLARITY, the results of CLARITY are of general interest for all of the network members, and will be presented in some of their assembly meetings. The main liaison partner for this purpose will be the city of Zaragoza, which is a member of the network. Oscar Corcho (UPM's PI in CLARITY) has participated in one of those groups, and is a member of the CTN178 committee,

and will be the main liaison contact point for CLARITY with this network. The collaboration will be mostly based on getting up-to-date information that can be used inside CLARITY for the roadmaps that are being created, as well as dissemination of CLARITY results in the areas of e-Government and services that can be offered to citizens and companies.

3.3 ENGAGEMENT CATALYST NETWORKS

Name of Network	Short description & Upcoming Events	Link	Social Media
Digitale Steden Agenda	Dutch municipalities working together towards innovative, digital solutions for self-reliance of citizens in a pleasant liveable society. http://digitalestedenagenda.nl/agenda/	http://digitalestedenagenda.nl/ and	https://twitter.com/digitalesteden
BrabantKennis	BrabantKennis ("Brabant Knowledge") is a platform where strategic knowledge and information from and about North Brabant is collected, developed and shared. Brabant Knowledge stands for independent thinking ahead; it looks at the future of Brabant society from ever-changing perspective, each with other parties. They host co-creation sessions.	http://brabantkennis.nl/	
Shipyard Foundation	The Unit for Social Innovation and Research "Shipyard" was created with the aim of critical and reliable description of challenges of social life in Poland and to search for and promote effective, innovative methods of reacting to them, based on the principles of civic participation. It also aspires to be a place of formation and intellectual development of persons from different environments, ready to engage in public affairs in a way going beyond individual interests. The Shipyard wants to be a lively centre of discussions on the importance, nature and conditions favourable to development of social innovations, as well as to become one of the initiators and leaders of wider reflection on the essence and methods of civic participation. Its ambition is to create and test solutions for various social challenges that can be launched into real life practice and contribute to meaningful social change.	http://stocznia.org.pl/	https://www.facebook.com/stocznia and https://www.youtube.com/user/stoczniaTV
Dublin West Education Centre	Dublin West Education Centre is one of 21 full-time and 9 part-time Education Centres in Ireland. The principal activity of Education Centres (originally Teachers' Centres) is to organise the local delivery of national programmes of teacher professional development on behalf of the Department of Education and Skills	http://www.dwec.ie/about/centre-network/	https://twitter.com/DublinWestEC
Croatian Academic and Research Network	Portal produced in cooperation with the Croatian Ministry of Science, Education and Sports	https://www.carnet.hr/en	

Name of Network	Short description & Upcoming Events	Link	Social Media
Swedish Association of Regions and Municipalities (SKL)	SKL has an active open data section, and actively promote the idea to their membership. SKL works as an interest organisation for municipalities to support them in procurement of services for municipalities. They also host events, coordinate and support municipalities with efforts within digitization and support for change and innovation processes. They are co-arranging "The Public Room" [3] and "Digigov" [4] which are big digital transformational conferences for government and engages many people mainly from public and private sector.	http://skl.se/tjanster/englishpages.411.html	
EIF	EIF's mission is to help provide European political leadership for the development of European and multilateral public policies responsive to the political, economic and social challenges of the worldwide digital transformation. Its purpose is to help ensure that Europe remains at the forefront of this transformation and benefits fully from it through enhanced global competitiveness and social progress. EIF's mission is to support Members of the European Parliament from all political groups in their efforts to shape policy and regulation responsive to the growing potential of the internet and new technologies. EIF focuses on issues and actions at the top of the political agenda and on emerging future trends at both European and global level. Through a continuous programme of live debates and special projects featuring open and inclusive dialogue, EIF creates a space for greater understanding of the digital world.	https://www.eifonline.org/about-us.html	
EDUCOM – Associação Portuguesa de Telemática Educativa (4.1.6 ICT Competence Center).	EDUCOM is a national teachers association resulting from the seminal Portuguese ICT in Education project MINERVA (1985-1994). Established as a non-profit in 1996 with a core of educators previously on the ranks of MINERVA project, this teacher association has been constantly battling for the educational use of ICT with the vision of a better educational environment for all pupils and their teachers (Technology Enhanced Learning), where kids do use the keyboards (as opposed to teachers just showing PowerPoints). The association has a certified ICT in Education Competence Centre, a certified In-service Teacher Training centre, a peer-review open online scientific journal (listed on EBSCO) and a host of online services available to any teachers wishing to explore the educational value of ICT.	http://www.educom.pt/	https://twitter.com/EDUCOMAPTE and https://www.facebook.com/educom.apte

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[3] http://offentligarummet.se/
[4] http://digigov.se/

Name of Network	Short description & Upcoming Events	Link	Social Media
Öppna Rådet (Open Council) DigiGov	A new cross-sector network in the making including authorities, companies and academia, excluding missionary organisations and citizen networks.	http://digigov.se/	

3.3.1   Relations and Interactions

Engagement catalyst have an important role, as they ultimately can have a significant impact on qualitative issues relating to participation. They differ from citizen networks as they operate across sectors with all members of the ecosystem. Engagement catalysts can be harnessed for a multitude of important roles including:

- Data gathering from a broader sample of actors
- Engagement in new initiatives
- Outreach to dormant members of the ecosystem
- Standardizing knowledge about engagement opportunities in Open e-Government

Events, both live and remote are a common tool for this grouping. CLARITY can provide important content to fuel events, and help identify important engagement needs. Industry Networks

3.3.2   Engagement Plan

Engagement catalysts can bring fuel to a dynamic project. Their natural modus operandi is networking, and therefore they would be very interested in further networking opportunities, especially outside of their natural habitat. For a qualitative success dynamic, these groups should be invited early into the project and kept up to date of developments regularly.

WaagSociety organises three co-creation sessions on new forms of government and innovation in the 21st century which are very relevant for reaching citizens groups. A wide-focused large Polish NGO with regional reach is the Shipyard Foundation. Should be approached directly and multiple components can fit in with multiple programs. Kuba Wygnanski the founder has already been approached and has expressed great interest in opening up their network.

3.4   INDUSTRY NETWORKS

Name of Network	Short description	Link	Social Media
LocalGovDigital	LocalGov Digital is a network for digital practitioners in local government with an aim to raise standards in web provision and the use of digital by councils across the country, and to create a digital framework that is flexible enough to respond to local needs.	http://localgovdigital.info	@LocalGovDigital and admin@localgovdigital.info
Linux Foundation	Founded in 2000, The Linux Foundation today provides tools, training, and events to scale any open source project, which together deliver an economic impact not achievable by any one company. Event: http://events.linuxfoundation.org/	https://www.linuxfoundation.org/	
Open Source Business Alliance (OSB Alliance)	Open Source Business Alliance (OSB Alliance) is a European network with heavy anchoring in Germany which connects and organizes Open Source enterprises and vendors in Europe. They organize and share events and stakeholder meetings	http://osb-alliance.de/	
Open Innovation Network	Open Innovation Network in Europe is a network which does presentations and seminars, blogs and uses social media as well as facilitates workshops.	http://www.oi-net.eu/	
eGov Benchmark	The diversity and ingenuity of Europe allow for public sector innovation but what can states do to keep up citizens' expectations? The eGovernment Benchmark looks at how public services can be made 'twice as good, in half the time, for half as much.'	https://www.capgemini.com/egov-benchmark	

3.4.1   Relations and Interactions

Industry is still often in denial about its broader role in Open e-Government, or other members of the ecosystem are underrating their rapidly growing importance. Industry networks should be carefully engagement in clearing up avenues of greater relevance to their activities, as well as distributing information on needs, opportunities and standards. Probably the greatest research need within the CLARITY open eGovernment ecosystem is needed within the industry grouping, as it is the broadest and most silent regarding needs. Access to information from the CLARITY marketplace can also benefit industry in the long run about how to better integrate and partner other actors in the system.

3.4.2   Engagement Plan

Industrial networks need to be engaged on a technical level, but their knowledge and techno-realism can be a very necessary and healthy components to educate the other members of the open eGovernment ecosystem. Engage them with opportunities to showcase technology or industrial processes, but their engagement needs to be escorted and facilitated in order to be most effective. Their for-profit focus often alienates them from the rest of the field, and much of their engagement happens across IT professionals rather than directly. Finding ways to foster this type of direct engagement can be very beneficial to the CLARITY project. They are

however a vital component of the ecosystem, and in some ways represent the traditional external driving force of open eGovernment.

3.5   MISSIONARY ORGANISATION NETWORKS

Name of Network	Short description and upcoming events	Link	Social Media
Code for NL	"Code for NL has fellows in Eindhoven and Amsterdam, working with local government on service improvement." Event: CLARITY Sprint Week.	http://codefornl.github.io/	https://twitter.com/codefornl
Code for Germany	"Every week, Code for Germany teams throughout the country come together to use open data to build useful applications, visualizations, and other tools for citizens".	http://codefor.de/	https://twitter.com/codeforde
Code for All	"Code for All is an international network of organizations who believe that digital technology opens new channels for citizens to more meaningfully engage in the public sphere and have a positive impact on their communities." Event: https://www.codeforamerica.org/summit	https://codeforall.org/	https://twitter.com/CodeforAll and codeforall.slack.com
Code for Poland / ePaństwo Foundation	"ePaństwo Foundation's aim is to develop democracy, open and transparent authorities and civic engagement. We take various types of public data and, using the power of Internet and new technologies, present it to citizens free of charge." Event: Democracy Forum in March 201.7	http://epf.org.pl/en/	https://twitter.com/KayMadejski and https://www.facebook.com/epanstwo
eGovlab	Stockholm based. eGovlab is a place where we are forging the future of inclusive governance – not just in theory but also in practice. We apply unconventional research frameworks and methods to visualise the impact of ICT on government transformation towards inclusion, transparency, efficiency and change management.	http://egovlab.eu	https://twitter.com/eGovLab and https://www.facebook.com/egovlab.se/
Red temática española de Open Data y Smart Cities (OpenCityData, Spain),	This thematic network on Open Data and Smart Cities started operating in November 2014, with seed funding from the Spanish Ministry of Economy (Ministerio de Economía y Competitividad). The core founders of the network are academic institutions, given the characteristics of the call for thematic network that funded it. However, the network is open to other stakeholders, particularly companies, public administrations, civic society organisations and individuals. Event: The network organises periodic 2-day meetings where network members present their results to each other on the first day, and then have an open day with anybody interested in the network activities on the second day.	www.opencitydata.es	
Institute for Electronic Participation (INePA)	Institute for Electronic Participation (INePA) is an independent, not for profit, non-governmental organisation professionally oriented on eDemocracy, eParticipation, eGovernance and eInvolvement. Organization's mission is to contribute to development of democracy with socially innovative use of Internet by citizens, civil society, institutions	http://www.inepa.si/english and https://twitter.com/Institut_INePA	

Name of Network	Short description and upcoming events	Link	Social Media
	and decision-makers. INePA digital democracy activities focus on political informatics, active citizenship, political participation, democratic challenges of digital society, open government and civic dialogue by means of consultation, studies, lectures, advocacy, networking, web solutions, participatory design, citizens sourcing, facilitation, stakeholders involvement, results delivery and dissemination. INePA is a member of the Pan European eParticipation Network (PEP-NET), the Central and Eastern Europe Citizens Network (CEE CN), the Centre for Information Service, Co-operation and Development of NGOs in Slovenia (CNVOS) and is listed among key actors in eParticipation developments (the European eParticipation Study 2009).		
Open Contracting Partnership	Advocacy that challenges vested interests and changes the global norm in public contracting from closed to open. Support for a network of partners who implement open contracting projects and the adoption of the Open Contracting Data Standard. Where necessary, we'll be leading specific demonstration projects ourselves. Learning how and why open contracting works and gathering compelling evidence of what open contracting can achieve.""	http://www.open-contracting.org/about/	@opencontracting and info@open-contracting.org
Föreningen Sambruk	Föreningen Sambruk wants to increase productivity and accessibility in municipalities' services, with maintained or higher quality. The network want to lower costs for producing and delivering the eServices of the future. Their goals are that municipalities will be able to offer citizens and companies services, with high quality and accessibility, independent of time and space. They want to lower the networks' costs for development and operation costs of eServices and reduce the process time for delivery and introduction of eServices.	http://www.sambruk.se/ovrigt/inenglish.4.72ebdc8412fd172bb7480001338.html	
HackForSweden	A group of around 23 public authorities and growing, working with Open Data to build Open eGovernment solutions upon Open Data	http://hackforsweden.se/	
Open Knowledge Foundation International	The European part of the global network has many very active groups working voluntarily or paid with trying to open up government	https://okfn.org/	https://twitter.com/okfn and https://www.facebook.com/OKFNetwork

Name of Network	Short description and upcoming events	Link	Social Media
Wikimedia International	Wikimedia International is a is probably the strongest and biggest citizen network when it comes to size and impact on advocacy for Open eGovernment solutions and they have a big community with many members from the public, civil and private sector focusing on Open GLAM and those eGovernment services. Together with a number of cultural institutions the network has been able to heavily influence the impact on opening access to cultural data and resources but indirectly also influencing the eGovernance solutions.	https://wikimediafoundation.org/wiki/Home	
Creative Commons	Creative Commons helps you legally share your knowledge and creativity to build a more equitable, accessible, and innovative world — unlocking the full potential of the internet to drive a new era of development, growth and productivity.	https://creativecommons.org/	https://twitter.com/creativecommons and https://www.facebook.com/creativecommons
Commons Machinery	Commons Machinery is putting digital works into the right context. Information, such as who the creator of an image or a song is, its terms of use, where it was created and when, contribute greatly to the meaning of a work online. But this information is routinely lost, when a work is shared between people or uploaded to social media.	http://commonsmachinery.se/about-us/	
Open Evidence	Open Evidence is a spin-off from Universitat Oberta de Catalunya formed by professors, researchers and consultants with more than 20 years of experience in applied research and consultancy.	http://www.open-evidence.com/about/	
Swedish Internet Foundation (IIS)	IIS (The Internet Foundation In Sweden) is an independent organization for the benefit of the public that promotes the positive development of the internet in Sweden.	https://www.iis.se/english/	
Gov2U	Gov2u contributes to the new field of eDemocracy and Citizen Participation through the use of ICT with all of our resources. We have initiated and upheld campaigns to inform the citizens about the necessity and the advantages of their participation in decision-making. We have also managed projects in Europe and globally that have empowered citizens to share their views on issues that were of great concern to them.	http://www.gov2u.org	https://twitter.com/gov2u and https://www.facebook.com/Gov2u/

3.5.1 Relations and interactions

Missionary networks tend to have their traditional constituency and reach. Their effectiveness in streamlining their message and accessing new and effective information streams an only increase. They can directly benefit by a greater chance to polish and universalize their messaging and mission, and also improve its dissemination. Missionary networks should be engaged via traditional outreach, and involved in the communication streams of CLARITY from the early phase. Technology Drivers Networks.

3.5.2 Engagement Plan

Missionary organizations can suffer from tunnel vision, and reconciling their focused path with a broader view can be a challenge. However, since they have a very strong and loyal constituency their engagement is vital. They should be invited to take part in bigger informative and polling events, and their social media portals could be very useful if organized and compiled in a single place.

3.6 TECHNOLOGY DRIVERS NETWORKS

Name of Network	Short description	Link	Social Media
Open Data Institute	We bring together commercial and non-commercial organisations and governments around specific sectors to address today's global challenges. Driven by needs, and focused on timely challenges, we help people identify and address how the web of data will impact their businesses and their sectors. Together, we will build a strong data infrastructure that delivers open innovation at web-scale.	http://theodi.org/	@ODIHQ
SOCITM	"We are a society for IT practitioners in the public sector. We help them network, provide consultancy, and produce research into how they can save money and innovate despite budget cuts and ultimately deliver effective digital technology and service. We also advocate to the government in the interests of public sector IT. "	https://www.socitm.net/	@Socitm
The Interoperable Delivery of European eGovernment Services to public Administrations, Businesses and Citizens (IDABC)	This network organization advocates and supports public sector services to citizens and enterprises to be delivered across borders. This is with the aim to improve collaboration and efficiency between the administrations in the public sectors and make Europe a better place for people's lives.	http://ec.europa.eu/idabc/	
Free Software Foundation Europe	Free Software Foundation Europe, is probably one of the strongest organizations with members all over Europe within public, civil and private sector working to strengthen the use and respect of Free Software and its benefactors in society. Event: The FSFE just had its first annual Free Software Camp in Berlin, August 2016	https://fsfe.org/index.en.html	

Name of Network	Short description	Link	Social Media
Mozilla Foundation Europe	The direct work of the Mozilla Foundation focuses on making the health of the internet a mainstream issue. We do this by connecting open internet leaders with each other and by mobilizing grassroots activities around the world. The Foundation is also the sole shareholder in the Mozilla Corporation, the maker of Firefox and other open source tools. Mozilla Corporation functions as a self-sustaining social enterprise – money earned through its products is reinvested into the organization.	https://www.mozilla.org/en-US/contact/communities/europe/	https://twitter.com/mozilla and https://www.facebook.com/mozilla
D-Cent	A Europe-wide project developing the next generation of open source, distributed, and privacy-aware tools for direct democracy and economic empowerment.	http://dcentproject.eu/	https://twitter.com/dcentproject
Decode (project)	Project starts in 2017 on Distributed architectures, decentralised data management, privacy design strategy, digital sovereignty, open standards, blockchains, citizen owned data ecosystem.	TBD	TBD

3.6.1   Relations and interactions

Technology driver networks are mostly locked in with expert communities, but need to be engaged directly through their communications departments in order increase an understanding of other perspectives within the ecosystem.

The inclusion of these tech communities within the project is vital to the freshness of the information flow and the synchronization of opportunities within the marketplace. Therefore these networks should be engaged in a timely and active fashion in events, input and data gathering going forward.

3.6.2   Engagement Plan

Like Industrial networks, technology drivers often interact with technology experts within the ecosystem. Getting their sober realism out to a greater audience can be very mutually beneficial. Creating a blog for technologists on the CLARITY website was a good idea, but following a model of enlightened engineers directly working in policy making for public services around Open eGovernment, like the Finnish like the 6 Aika[5] programme can have global relevance, and these partners should be engaged throughout.

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[5] http://6aika.fi/

4   CONCLUSION AND RECOMMENDATIONS

Including different approaches to engage the different networks listed above, we aim to disseminate our efforts to a large number of individuals crucial for the development of open eGovernment in Europe. Through newsletters, social media as well as personal connections our main contacts derived from all of the categories above, will get information regarding our research activities, as well as news of any upcoming CLARITY or relevant external event so that individuals from these diverse stakeholder segments have the opportunity to meet.

We plan to have blog posts on the CLARITY website from linked European Commission funded projects, initiatives and networks, various NGOs, municipalities, industry representatives, hackers and activists. We will also invite other open eGovernment projects, networks and key stakeholders to contribute to the CLARITY blog as guest authors, which will further establish them as partners to the CLARITY network.