European Public Sector Information Platform
Topic Report No. 2014 / 09

Building Community around Open Government Data

Author: Karolis Granickas
Published: September 2014
Keywords:
Open Government Data, community building, people engagement, community

Abstract/ Executive Summary:
This report will suggest a definition of open government data community and crystallize key elements and principles associated with it. Secondly, it will map key stakeholders in open data conversation and will grasp key incentives behind their increased engagement with open government data. Finally, it will try and structure governments' community-building efforts and provide with a snapshot on what governments can do to build communities around open government data.
# Table of contents

Keywords: .................................................................................................................. 2

Abstract/ Executive Summary: .......................................................... 2

Introduction: Why Building Community around Open Data is Important? .............. 4

What could be OGD community definition .......................................................... 6

Common agenda: forming a concept and a mission of OGD community ............. 7

Collaboration, partnership and participation: OGD is for everybody ................. 9

Network of stakeholders: who is in a conversation? ........................................ 10

  Governments' role and incentives to join OGD efforts .................................. 11
  Why should developers join OGD efforts? .................................................. 13
  Why should journalists join OGD efforts? .................................................. 14
  Why should business care about OGD? ...................................................... 15
  Why should people care? ........................................................................... 16
  Why civil society and non-governmental sector? ........................................... 17

What can governments do to engage wider audiences ...................................... 18

  OGD initiatives should be demand-driven .................................................. 18
  Governments should put data in context ..................................................... 19
  Governments should lead and support conversation around open data .......... 21
  Governments should build capacity, skills and networks ............................ 21
  Governments can collaborate on data as a common resource ...................... 22

About the Author ................................................................................................. 24

Copyright information ......................................................................................... 24
Introduction: Why Building Community around Open Data is Important?

General public play central role in furthering ideas of transparency, accountability and social control. Concepts of public transparency, accountability and open government go hand in hand with ideas of participation, inclusiveness and social monitoring. The concept of open government data (OGD hereinafter) is an inevitable part of a modern understanding of open government and good public governance.

Release and reuse of OGD is not for selected segments of societies. On the opposite, OGD as an idea only makes sense with a crucial element to it - the people. Moreover, OGD contributes to a new culture, strengthened by, as Eric Gordon puts it, new civic habits of interaction with OGD. Each time someone uses a tool to help them choose a public school, catch a bus, or report a pothole, they are interacting with and contributing to open and civic data. When they actively choose to share their own data or access public datasets, they are contributing to a culture of open data that shapes and refines expectations of how information can and should be used in public life. Habits are what ultimately sustain the culture of open data.¹

Why is this important? Having only scraped a surface of potential and emerging economic, social and political impacts in our societies, it is beyond a shadow of a doubt, that an element of people engagement and community building around OGD is crucial to actually realizing these potentials to a fullest extent possible.

While, in less than ten years, OGD achieved a tremendous success on an international political arena (it is enough to mention the fact that G7 included an issue into an agenda and more governments than not now have open data policies), OGD as an idea is still not in a vocabulary of a lot of government officials, not to mention members of general public.

It is not to say, that societies do not currently benefit from release and reuse of OGD. On the contrary, with more and more OGD-based services and tools available, more and more people interact with and contribute to a culture of OGD. However, in terms of members of general public forming a critical mass supporting OGD initiatives –that is yet to be achieved. In order to put OGD to a point of no return, societies have to be aware of everyday benefits OGD brings to them and their families.

An issue of community building around OGD is under-explored. In a preparation to this report, a single piece of academic work, writing or guidelines on a subject did not come across. This indicates that current OGD local and international communities learn by doing and governments do not have a resource helping them to structure their work around community building and people engagement around open data.

The hope is that this report will contribute to incentivizing leading OGD organizations and institutions to think more structurally about building communities around open data and to address the issue in a better-coordinated way.

First of all, this report will look into how hypothetical definition of community building around OGD could look and crystallize key elements and principles out of that definition. Secondly, it will map main stakeholders in OGD conversation and will try and grasp key incentives behind their increased engagement. Finally, it will try and structure governments' efforts and provide with a snapshot on what governments can do to build communities around open government data.
What could be OGD community definition

A community is generally defined as an organized network of people with common agenda, cause, or interest, who collaborate by sharing ideas, information and other resources.

Let us apply this definition and suggest a definition of an OGD community:

Open government data community is an organized network of organizations, institutions, governments, other sectors of society and members of general public with a common agenda to release and reuse open government data and common interest in releasing and reusing open government data (either by creating tools or by using an end product), who collaborate by sharing ideas, information and other resources as well as simply by using open government data products and services and also recognizing a vital role open data plays in creating these products and services.
Common agenda: forming a concept and a mission of OGD community

The very first element that defines any sort of community, including an OGD community, is a clear definition of a concept and a mission. More often than not, open government leaders have difficulties with translating the complex concept of open government data to a human language. It is important to have well defined concept that grasps the essence of a movement and accommodates interests of as many stakeholders as possible.

Often, OGD leaders both in governments and other sectors refer to OGD as a new resource that promises high-level economic, social and political benefits, and rightfully so. However, a complex approach to the issue can deter wider societies to grow interest in OGD. It is important to make sure that leaders of OGD community do communicate in a language that encompasses important policy implications but at the same time demonstrates added value to a citizen who wants to make better-informed decisions in his/her everyday life.

For instance, let's compare two different statements:

1. **OGD is important, because releasing and reusing public sector information can potentially bring 2% of an additional GDP in EU-28 by 2020;**

2. **OGD is important, because it helps us all save time and resources by making better-informed decisions, such as buying an estate with full set of data available or planning a trip with extensive information about routes and timetables.**

The first statement is correct and brings very important message to policy makers. However, when seeking to spread the message and gain interest from a wider public, perhaps it makes more sense to talk about everyday decisions and quality of life that can be improved by simply releasing and reusing OGD.

Here is how Open Knowledge Foundation, organization leading in building global community around OGD, defines its concept:
Perhaps, many OGD leaders in governments could be inspired to use a mission/concept statement that is along similar lines.
Collaboration, partnership and participation: OGD is for everybody

While current OGD communities in the EU and the rest of the world are steadily growing and gaining recognition, more often than not, governments have difficulties with explaining how ordinary citizens can play a role and with providing with easy-to-use platforms to do so.

It is important to ensure that all interested stakeholders have an online and offline channel to express their needs, suggestions, recommendations and questions. Many governments create such channels online on their open data portal (http://data.gov.uk, for example). All open data policies should provide for a collaboration platform to accommodate interests of as many stakeholders as possible – see more below.

Civil society and NGOs have a massive role to play in a conversation about collaboration and partnership as many of them are actually leading the way in putting OGD on an international and national agenda. The Global Open Data Initiative (GODI) conducted a survey of leading OGD activists worldwide and concluded that the leading global collaboration networks are Sunlight Foundation’s international mailing list, Open Knowledge Foundation’s national and international mailing lists, also other sources of information, such as MySociety, Open Government Partnership, European Public Sector Information Platform, the World Bank and the Open Data Institute. Apart from leading international networks, many respondents said they were using local mailing lists and communities of journalists to get OGD related information as well as contribute to a conversation themselves. The majority of these networks are not created by governments and are initiatives by non-governmental international organizations. The bigger challenge that many of these networks face is the fact that they are still well-targeted in terms of audience and are perceived to be communities of technologists, data advocates, journalists and others, but not ordinary citizens that could use these venues to gain critical mass for their needs and to shape data demand. The next challenge of these networks is of course expand on their target audiences and engage more stakeholders into OGD collaboration networks.
Network of stakeholders: who is in a conversation?

Mapping key stakeholders and understanding dominant incentives behind them joining OGD efforts is important in tailoring OGD policies and other initiatives led by governments, CSOs and others. Although researching a well-targeted audience of data.gov.uk users, Tim Davies² attempted to explore motivations that are behind OGD engagement. He suggests we may cluster possible motivations in a following way: (1) government focused, (2) technology and innovation focused, (3) reward oriented, (4) digitizing government focused, (5) problem solving oriented and (6) creating social enterprise oriented:

When considering a community building or people engagement strategy, it is even more important to understand who may possibly engage with OGD and what are key incentives and motivations behind every society cluster contributing to OGD efforts.

It is widely accepted that key OGD stakeholders are: (1) governments, (2) developers, (3) journalists, (4) CSOs and NGOs, (5) business, (6) members of general public.

It is worth keeping in mind, that there are around 29 million ICT skilled workers and 19 million software developers in the world in all governmental, non-governmental and business sectors and around 40% of total global population using internet with number significantly higher in Europe (70%). However, it is also accepted, that for any OGD initiative to be successful, it is enough to target the abovementioned sectors of society, which, as seen from the experience in the last decade, was challenging for many governments worldwide.

Therefore it is of immense importance to invest time in crystallizing targets of any OGD initiative and incentives that will make them join OGD efforts. Let us try and deal with all key stakeholders individually:

**Governments' role and incentives to join OGD efforts**

Governments are undisputed leaders of OGD communities - they shape policies, they demonstrate political will and they are a driving force behind OGD initiatives on a policy level. McKinsey report\(^3\) put's governments' central role in a conversation in the following way:

---
\(^3\) How Government Can Promote Open Data and Help Unleash Over $3 Trillion in Economic Value, file:///Users/karolis/Downloads/How_Govt_can_promote_open_data_and_help_unleash_over_$3_trillion_in_economic_value.pdf
Positive economic, political and social impacts, demonstrated by numerous researches are obvious incentives for governments to support OGD initiatives. Open Data Handbook gives just a few examples of why governments should be interested:

- Transparency and democratic control
- Participation
- Self-empowerment
- Improved or new private products and services
- Innovation
- Improved efficiency of government services
- Improved effectiveness of government services
- Impact measurement of policies
- New knowledge from combined data sources and patterns in large data volumes

EPSI Platform also issued a report⁴ on possible impacts or releasing and reusing OGD – it gives a somewhat structured approach to understanding and measuring impacts of OGD.

Perhaps, no government would oppose a view that OGD can result in positive impacts and this would suffice as an incentive to support OGD initiatives and many governments do so by adopting OGD policies. However, many governments still face difficulties in convincing a

significant share of government employees to have a genuine buy-in in OGD initiatives.

One of the most effective ways to convince high and middle level representatives of government agencies to support OGD efforts is presenting OGD as a new way of thinking and functioning, and encouraging individuals to become leaders in this particular field, or in other world, champions who show way for others. When it comes to building a culture within a government, demonstrating immediate benefits of championing a movement has proved to be an effective way in many countries, such as the Netherlands and elsewhere.

Global Open Data Initiative’s survey\(^5\) revealed that governments often lack comprehensive guidelines on how to run various parts of OGD initiative. Many said that they were using Open Knowledge Foundation's and Sunlight Foundation's definitions and principles of open data. Besides adopting legal policies and building technical capacities, governments should also lead a way in creating cultures of OGD, and that can be done by simple steps, such as start publishing data. There are easy-to-use resources available that would help governments take first steps in opening and promoting their data, such as Socrata publishing guidelines\(^6\), for instance.

**Why should developers join OGD efforts?**

Developers and IT programmers are one of the most important target groups of any OGD initiative. Governments should pay particular attention to making sure that their engagement effort targeting developers are well-thought off as the intensity and amount of OGD products and services created are directly dependent on an amount of developers engaged with OGD.

Many developers perceive engagement with OGD as yet another opportunity to build a new product or a service. Often, one of the most important incentives is that a new product or a service can potentially have a clear social added value and can provide developers –often quite secluded part of society– with a feeling of supporting a higher social cause, such as fighting corruption, for instance. Building on Tim Davies' suggested motivational factors, just a couple of examples of why a developer should engage with OGD and why it should matter to him/her:

- an opportunity to create a new service or a product / occupy a (social business) niche;
- an opportunity to contribute to social good;
- an opportunity to belong to a social group;


\(^6\) [http://dev.socrata.com/publishers/](http://dev.socrata.com/publishers/)
- an opportunity to contribute to a better state governance;
- an opportunity to achieve recognition or profit by creating tools and services;
- an opportunity to learn about government, governance and promote efficiency and accountability.

When organizing hackathons, similar events or simply shaping OGD presence online, it is important to keep the language and tone in a way that clearly shows benefits to developers themselves.

**Why should journalists join OGD efforts?**

Data-driven journalism differs from traditional journalism in that it treats data as a source (instead of a person) and uses this digitized data to look for patterns in it. It can be as simple as creating tables, graphs, online spreadsheets and info graphics to including more complex things such as the application of data science to the practice of journalism and the creation of news apps that allow people to explore this collected data. Most importantly it is a different attitude towards the data. It is seeing the data as something to be used, included and shared as a strategic asset and not to be discarded. It is thinking about data as an asset and technology as a core component of journalism to allow journalists to put these things together to inform readers and present news in a different kind of way for a different kind of generation.7

Many journalists use open-data sets to identify trends, patterns, and behaviours that deserve attention. For example, they could use open data to highlight the time of day when most traffic accidents occur or to illustrate crime patterns within a city. Articles on such topics may serve as catalysts that spur officials or private citizens to take action.Acknowledging the importance of open data, newspapers and other media sources are dedicating increased resources to the creation of infographics based on open data sets. Some of the most interesting ones are interactive and allow readers to find specific data. For instance, In London, the Guardian published an infographic that shows temperature changes over the past 100 years in most countries. Readers can type in a city and country to view location specific-data.8

---

Media can also serve a vital function by publicizing success stories about open data and reporting on trends related to data use. Government leaders should thus engage journalists, commentators, and technology and government reporters in early discussions of new programs or policy changes, as this may help raise public awareness about and engagement with the initiatives. Publicity about open data could also stimulate crowdsourcing, since more people will become aware of available information and suggest new ways to use it.

There are resources available for journalists as guidelines helping them to make first steps in so-called data journalism. One of the leading examples is a data journalism handbook.\footnote{Data Journalism Handbook: http://datajournalismhandbook.org}

In shaping an argument for a journalist or a blogger to join OGD effort, it is important to understand key incentives behind any professional choice a journalist makes. A list of arguments to start exploring OGD driven journalism can look something like this:

- an opportunity to monitor government actions without having to exercise one’s FoI right;
- an opportunity to find important facts independently from governments press releases;
- an opportunity to improve quality of a newspaper by backing articles with data, or improving online presence with data-driven tools and services;
- an opportunity to be independent from government’s decisions to disclose information;
- an ability to join new movement, changing the way government functions;
- an ability to advocate for a change with real data-based evidence.

Below we will make remarks on what steps can government take to attract more journalists to reuse OGD.

**Why should business care about OGD?**

Business is a driving force behind the majority of OGD reuse efforts. A number of companies in the EU that create products and services based exclusively on OGD is constantly growing. It is important to make sure that governments respond to data needs of businesses. When it comes to incentivizing businesses to engage with OGD, it is important to understand what possible benefits businesses can gain as a result of reusing OGD. Just to name a few:

- OGD provides with an opportunity to create new services and products;
- OGD provides with new venues for revenue generation;
BUILDING COMMUNITY AROUND OPEN GOVERNMENT DATA

- OGD reduces costs for data conversion in that business does not have to convert data into raw formats themselves;
- OGD allows making better-informed decisions with more data than ever available;
- OGD provides with better-skilled workforce.

Many governments still adopt a practice where businesses sign contracts with governmental agencies to make sure continuous provision of relevant data. While this is not a bad practice in itself, it is important to make sure that businesses can strategically plan its activities around OGD way ahead. This means, that private sector, when developing new business models, do have a right to legitimate expectation of a data provision that is not fragmented and not dependent on governments arbitrary decisions.

Why should people care?

Raising awareness about OGD within general public is an important step towards forming a critical mass behind OGD initiatives. While it is important to first of all target society sectors that are driving OGD release and reuse, public's role in supporting OGD efforts cannot be underestimated. After all, general public use new products and services created as a result of OGD release and reuse.

While OGD can be a complicated topic for large part of societies, when presenting OGD publicly, it is important to emphasize benefits that ordinary citizens gain. When it comes to these benefits, they can include:

- an ability to make everyday decisions in a better informed manner;
- an ability to learn about government and relevant policies;
- an ability to exercise social control function and monitor governments;
- an ability to become an active and engaged citizen.

OGD provides with new ways and methods of how general public can monitor states and engage in controlling governments. It is important to make sure that societies understand a newly arisen responsibility and assumes it with determination. Civic responsibility has never been more real than currently and OGD provides with more ways than ever to engage citizens into activities that can meaningfully contribute to a good governance and reduction of corruption.
Why civil society and non-governmental sector?

International and national civil society and non-governmental organizations play a crucial role in not only promoting open government data but also reusing it and creating new tools and services. Organizations working with good governance, anticorruption, transparency and accountability have been one of the key advocates for OGD both internationally and nationally.

However, when it comes to engaging more CSOs and NGOs in OGD efforts, governments often lack venues and efforts. Often, these types of organizations lack enough resources and in-house technical capacity to meaningfully contribute to OGD movement. Therefore, governments should pay particular attention to demonstrating how various datasets can be reused, offer guidance to build capacity of NGOs and CSOs.

When it comes to key incentives for NGOs and CSOs to join OGD conversation, these may be the following:

- an ability to boost state monitoring capacity;
- an ability to back advocacy efforts with data;
- an opportunity to create new products and services;
- an ability to generate alternative revenues through new services/products;
What can governments do to engage wider audiences

As McKinsey report\(^{10}\) puts it, first and foremost, government is **OGD policy maker**, that makes rules for provision, internal and external use of data and established standards for data quality, formats and licenses. Secondly, it is a **provider of data** that captures data electronically, releases it publicly and regularly and by monitoring the use of its data, identifies ways to improve data quality. Thirdly, government is a **catalyst** that builds open data culture, convenes stakeholders and leads the OGD movement and fourthly, government is a **user** that applies analytics to improve decision-making, accountability and invests in capacity of other stakeholders, tools and systems.

Perhaps, one of the most important aspects to any open data policy is government's ability to engage all stakeholders mentioned above. Tim Davies' Five Stars document\(^{11}\) sets out key steps that open data initiatives can take to engage with data users. We will use this document and build on it with a number of recommendations and examples showcasing ways governments can build communities around OGD.

**OGD initiatives should be demand-driven**

With a massive lot of data available within governments' databases, it has to prioritize certain datasets over others. The question is how governments decide what data should be prioritized in terms of its release. The principle suggests, that governments should have **systems in place that allows listening to needs** of general public and as a part of a response, use open government data.

Many countries have already created feedback mechanisms on their open data portals. data.gov.uk takes it a step further and even provides with statistics on requests to demonstrate how data request option is being used in practice:

---

\(^{10}\) How Government Can Promote Open Data and Help Unleash Over $3 Trillion in Economic Value, file:///Users/karolis/Downloads/How_Govt_can_promote_open_data_and_help_unleash_over_$3_trillion_in_economic_value.pdf

\(^{11}\) http://www.opendataimpacts.net/engagement/
However, the demand-driven approach is not limited to creating a feedback/data request channel. Essentially, all governmental agencies should be aware of open data policies and when there is a specific need that at least partly can be addressed with releasing certain types of data, a government should take this step. At a minimum, implementing this kind of system requires having OGD vocal points in governmental agencies and reactive coordination between them. To make such system work is impossible without strong commitment and determined tone from government leaders.

**Governments should put data in context**

First of all, data governments provide should be described with information its quality, formats and how regular updates are. Where possible, governments could provide with manuals and guidelines on data re-use. If it is too resource-demanding, governments can come up with a general manual, describing its data re-use ways and associated rules, and tricks.
Importantly, showcasing good practice examples of data reuse is something not many governments do, but can be a very effective way to explain how OGD can be reused. It further encourages reuse of OGD by demonstrating immediate benefits —this can be done by providing links to pages of data analysis or tools created by the government or third parties—. For instance, data.gov.uk has a separate menu section where it presents sample apps created as a result of OGD.\textsuperscript{12}

It also showcases a number of examples on what certain datasets mean. For instance, it presents visualization with public salaries and simply showcases what data on public salaries can mean:

In addition to salary data visualizations, data.gov.uk provides with spending report data summary with basic statistics, such as how many departments submitted the type of data, how many are up to date etc.

A snapshot on what can be done with open data certainly helps developers and other stakeholders get a better impression on possibilities that reusing OGD opens.

\textsuperscript{12} http://data.gov.uk/apps
Governments should lead and support conversation around open data

Perhaps, the most important principle, surrounding OGD and engagement is governments’ ability to lead, support and maintain discussions around open data. The most straightforward (but not sufficient in itself) way to address this issue is simply provide a discussion and conversation platform on open data portal where users can comment on datasets and create discussions. It is of immense importance not to have comments or requests unaddressed, as this will decrease the chances that others will start a conversation. For instance, data.gov.uk has a quite active forum, where anyone interested can kick-off a conversation around any issue related to OGD.\(^{13}\) It also has an active blog\(^{14}\) that is being regularly updated.

It is also important to make sure that an institution initially providing a dataset is made public and can be contacted to discuss a particular dataset. Human face of an institution or an organization can help in demonstrating that someone is behind the idea of open data and that someone can be contacted by phone or email –it is important to have real people made available for a conversation about particular datasets.

Finally, as mentioned above, there are active communities online using Sunlight Foundation’s, Open Knowledge Foundation’s, local, and other online networks out there. It is highly recommended that responsible government officials do join conversations taking place on these networks to stay up to date with community needs and to actively contribute to a conversation.

Governments should build capacity, skills and networks

Government, while not affecting innovative thinking of possible reusers, can help them understand how to reuse certain datasets in a certain way. As already mentioned, it can provide links to tools that can help work with particular datasets in terms of their visualization or other kind of re-use. It can also provide with sample insights for journalists or civil society organizations. It can complement data with tutorials on how to re-use it and it can also introduce manuals on data re-use. For instance, data.gov.uk created an open data glossary that helps understand basic terminology associated with OGD.

\(^{13}\) http://data.gov.uk/forum

\(^{14}\) http://data.gov.uk/blog
Up to now, there have been quite a lot of guidelines and tutorials created; so many governments do not necessarily have to invest resources into creating new documents. It can provide with links to already existing resources, such as Open Data Handbook\(^\text{15}\), Socrata resources\(^\text{16}\), School of Data\(^\text{17}\), EPSI Platform\(^\text{18}\) and others.

Importantly, government can invest resources into actually bringing all those interested in open data to capacity-building workshops and guide them through basic steps of data reuse. In some cases, governments collaborate with outsourced knowledgeable organizations that can host gathering and meet-ups.

Another interesting approach to building networks and incentivizing reuse is organizing competitions. As an example, the UK government has introduced AppChallenge\(^\text{19}\) – an application challenge that invited all developers to create apps.

Many governments organize hackathons that creates opportunities to actually meet those interested in OGD, work together, understand their needs and identify community leaders. There are some guidelines\(^\text{20}\) created that help governments organize hackathons.

**Governments can collaborate on data as a common resource**

As noted above, collaboration with outside stakeholders is of immense importance if governments aim at sustaining OGD efforts in a country. Attending meet-ups, organizing hackathons, camps and conferences can help identify leaders in various sectors that can help promote OGD in their surroundings and subsequently grow a community that shapes data demand and reuse practices.

While fragmented efforts to build communities are important, it is even more crucial to sustain continuous support to outside organizations and individuals so that they feel the political will and an interest in collaborating with a government. Working together on common datasets, allowing linking them with other datasets are only few examples on how to sustain a support

\(^{15}\) [http://opendatahandbook.org](http://opendatahandbook.org)

\(^{16}\) [http://www.socrata.com](http://www.socrata.com)

\(^{17}\) [http://schoolofdata.org](http://schoolofdata.org)

\(^{18}\) [http://www.epsiplatform.eu](http://www.epsiplatform.eu)

\(^{19}\) [http://www.appchallenge.net](http://www.appchallenge.net)

to data stakeholders.

Most importantly, OGD communities have fewer opportunities to sustain and grow if governments do not demonstrate a firm commitment to OGD and to belonging to that community. Therefore, disregarding on how complex the process of building community around OGD can be, the very first step every government should take is demonstrating the tone from the top and firm stand to support OGD and community around it.
About the Author

Karolis Granickas is a Project Leader at Transparency International Lithuanian Chapter. His focus is on people engagement using ICT. He coordinates Chapter’s digital initiatives such as www.manoseimas.lt (parliamentary monitoring tool) and www.parasykjiems.lt (freedom of information tool), among others. He also actively promotes open government data in Lithuania and has overseen a solid growth of open data community in Lithuania. He is also Open Government Partnership IRM Researcher for Lithuania. Karolis has LLB degree in International Law from Westminster University, London, and LLM degree in EU Law from Maastricht University, the Netherlands.

Copyright information

© 2013 European PSI Platform – This document and all material therein has been compiled with great care. However, the author, editor and/or publisher and/or any party within the European PSI Platform or its predecessor projects the ePSIplus Network project or ePSINet consortium cannot be held liable in any way for the consequences of using the content of this document and/or any material referenced therein. This report has been published under the auspices of the European Public Sector information Platform.

The report may be reproduced providing acknowledgement is made to the European Public Sector Information (PSI) Platform.