

Open Government Partnership Assessment 2012

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DIGITALISERINGSSTYRELSEN

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1 Introduction

The Danish Government wishes to support a thorough modernisation of the public sector. This requires comprehensive and innovative reforms developed in partnerships that bridge traditional boundaries. And as a small country, Denmark needs to cooperate nationally as well as look abroad to learn from other countries in order to achieve continued innovation and progress for our modern and open society. In this context, the Danish Government warmly welcomes the “Open Government Partnership” initiative, and Denmark joined the OGP in April 2012.

Participation in the OGP cooperation is in line with the Government’s agenda on good governance and the prioritisation of spreading democratic traditions and values. Lastly, this cooperation is a logical platform for innovation and modernisation of the relationship between citizens and public administration, and it supports the 2011 Government Platform, which addresses the vast challenges of the future regarding education, knowledge, innovation, health, public sector governance and democratic participation.

2 The Background to OGP National Action Plan 2012

Denmark has a long-established tradition of openness, dialogue and cooperation as well as a high level of digitisation regarding the public sector, companies and citizens. It means that Denmark has an optimal basis for letting participation in the OGP initiative enter as an element in a broad national effort which, in addition to strengthening transparency, democracy and decision-making processes, also serves the objective of ensuring optimal utilisation of digital resources across society, among other things through open technologies and a higher degree of public-private collaboration.

The Danish approach to open government reflects and builds on well-established democratic traditions together with a high level of digitisation. When Denmark was to draw up its first National Action Plan for Open Government Partnership in preparation for joining the OGP initiative, open government in a Danish context was therefore defined as a method to ensure more effective administration and a better decision-making process through openness and citizen participation in digital solutions.

In their national action plans, countries participating in OGP must develop and implement initiatives that address at least one out of five overall action areas or “grand challenges”:

1. Improving Public Services
2. Increasing Public Integrity (e.g. fighting corruption)
3. More Effectively Managing Public Resources
4. Creating Safer Communities (e.g. disaster and crisis response, environmental threats, etc.)
5. Increasing Corporate Accountability (e.g. targets for CSR, i.e. that companies in their activities take into consideration human rights, social conditions, climate change, etc.)

In its first National Action Plan for Open Government Partnership, the Danish Government decided to focus in particular on the following action areas 1) Improving Public Services and 3) More Effectively Managing Public Resources, in particular in relation to digitisation.

2.1 Content

The objective of the 33 initiatives presented in the Danish OGP National Action Plan 2012 was to contribute to ensuring that public service and information are provided optimally in a modern and effective manner; to stimulating and supporting innovation and value creation throughout society; and to

strengthening knowledge, participation, transparency, cooperation and cohesion. A key driving force for this development was the utilisation of new technologies and media that open up for making public information and technology available to citizens and companies, and for increasing collaboration between the public sector and civil society.

2.2 Development

In connection with the preparation of the National Action Plan, the Danish Agency for Digitisation, which is responsible for the overall coordination of Denmark's participation in OGP, entered into dialogue with a number of external representatives of civil society and the national, regional and local levels of the public sector.

Through broad public consultation, citizens, companies, civil society organisations as well as public institutions and authorities at all levels were invited to provide input and ideas to the Danish OGP National Action Plan. The consultation material was publicised on the public consultation portal, and the consultation was announced through a variety of channels, including the Danish Agency for Digitisation's website, press releases, the public collaboration portal, *Digitaliser.dk*, and a number of social media.

Many of the initiatives in the OGP National Action Plan 2012 were proposed or developed further through input from the consultation, which in addition contributed to identifying new partners and actors as well as providing the foundation for a broader network concerning the open government initiative.

2.3 Implementation

The individual initiatives of the National Action Plan aimed at responding to challenges at local, regional or national levels and were embedded in and driven either by an individual public body or various forms of broader cooperation. A number of initiatives were broad common public sector initiatives, implemented as joint projects.

With regard to some of the initiatives, civil society organisations were already from the outset key partners playing an important part in representing citizens and company interests and wishes as well as in contributing to spreading and embedding the ideas. The objective of other initiatives was specifically to strengthen and experiment with new forms of involvement.

2.4 Assessment

The assessment of the implementation of Denmark's first OGP National Action Plan is based on the self-assessments drawn up by the public authorities and institutions that have been responsible for the individual initiatives.

The assessment report is designed so as to reflect the structure of the OGP National Action Plan 2012. Each chapter opens with the same introduction as the corresponding chapter in the National Action Plan. Assessments of the individual initiatives follow subsequently.

In accordance with the principles for OGP self-assessment, a draft of this assessment report has been open to public consultation for a two-week period through the public consultation portal.

The assessment report will now also become part of the basis for an independent review of Denmark's OGP effort performed under the auspices of Open Government Partnership's assessment unit, known as OGP Independent Reporting Mechanism.

3 Initiative assessments

3.1 Support initiatives for the promotion of open government

Denmark has a long-established tradition of openness, dialogue and cooperation. Therefore, it is perhaps not a surprise that many public authorities have started to take an interest in the opportunities of open government and government 2.0. Some already experiment with various aspects of this and several have plans to do so. A number of support initiatives will be launched in order to further spread knowledge of Open Government Partnership and knowledge of the opportunities of open government and government 2.0; to support and accelerate the Open Government Partnership effort in Denmark; as well as to document and assess the Danish work.

INITIATIVE: Online Open Government Partnership community

To support the overall Open Government Partnership work, the establishment of an online-based community is to provide a forum of experience sharing and cooperation for officials and others who work with open government.

Activities

An online forum was set up on the public collaboration portal, *Digitalisér.dk*, with a view to creating a framework and a digital venue for all who work with or are merely interested in open government. In practice, the forum has been supplemented with online dialogue on other social media, especially Twitter, where synergy arises with related subjects and participants.

Status and results assessment

Only limited dialogue has taken place in the forum. The reason is probably that the community activities have spread across several social platforms, and also that it has not been made sufficiently explicit through concrete examples how the forum could be used.

As a kind of re-launch of the forum to draw attention to its potential, it may be considered to use the forum for online collaboration on the planning of the upcoming Open Government Camp. The idea is that Camp participants – i.e. civil society organisations, citizens, companies as well as public authorities and institutions are to organise the camp's workshops and activities together. They are therefore in need of a virtual venue for their collaboration.

INITIATIVE: Online manual

The objective of the initiative was to initiate the establishment of an online inspirational manual and toolbox for public authorities and institutions that work with open government.

Activities

A number of guides and inspirational material, e.g. about open data, digital citizen dialogue and online collaboration, have been gathered or developed and are presented together as OGP tools to be used by public authorities. The manual, which is to be developed continuously, is based on material produced in connection with specific projects as well as on material produced specifically in an open government context, which contributes to ensuring broadness and ongoing development of the material.

Status and results assessment

There are no statistics for the use of the manual as such, but the Danish Agency for Digitisation frequently receives inquiries from authorities with detailed questions regarding the material.

So far, the manual contains exclusively material developed by the Danish Agency for Digitisation, in some cases in cooperation with relevant companies or civil society organisations. In future, it might be considered also to have the manual refer to material developed and published elsewhere.

3.2 Involvement of civil society and new approaches to the performance of public tasks

New opportunities arise when digital solutions can be cobbled together and digital content can be used across society. In the same way, huge potential may be realised when people in civil society and the public sector engage with each other, develop ideas together, learn from each other, and collaborate on various tasks. Participating in Open Government Partnership, Denmark will strengthen cooperation between the public sector and civil society, and explore new approaches to the performance of public tasks where citizens, the business community and civil society in general can play a more active and direct role.

INITIATIVE: Management labs and new forms of cooperation

With the initiative, Central Denmark Region wished to collaborate with municipalities and companies on new ways to involve citizens, employees and other stakeholders, among other things through “management labs” where citizens and other stakeholders are integrated in management decisions as well as the development of prototypes and large-scale experiments.

Activities

A management lab was held during Open Government Camp. The work was performed by MidtLab from Central Denmark Region in collaboration with Henrik Hjortdal, project manager of Strategic Leadership in the Public Sector (SLIP) under Centre for Business Development and Management (CVL). The management lab functions as an intensive workshop with primary stakeholders and decision makers coming together to address a societal challenge/dilemma in an attempt to put forward ideas for ways to further develop and respond to the key challenge. The intention is that the participants' efforts are to translate into specific projects and initiatives.

The management lab was to explore potential solutions in the interaction between the health, employment and social areas. The triangle of "Health, employment and social area" was selected in the light of MidtLab's experience that it is difficult for citizens to navigate in the field - both because there are many actors from various professional groups and several sectors and because many of those who need services have not sufficient mental energy to find their way through the system.

Status and results assessment

The outcome of the management lab was firstly an identification of opportunities for new organisation and new action in the triangle of "Health, employment and social area". Secondly, the management lab demonstrated that these labs can contribute to the aim and objective of Open Government Partnership to involve citizens, associations and professional expertise in the preparation, decision making and implementation of political decisions.

INITIATIVE: Public consultations regarding the design of development aid programmes

In connection with the forthcoming new legislation on development aid, the Ministry of Foreign Affairs of Denmark will hold public consultations regarding the design of the assistance. It means that everybody may contribute consultation responses to essential development policy matters and grants of a certain size.

Activities

In the second half of 2012, the Ministry of Foreign Affairs developed a portal on the Internet (<http://um.dk/en/danida-en/about-danida/danida-transparency/public-consultations/>) for public consultation during the preparatory phase of all new large-scale grants and new strategies. On the portal, all citizens – both in Denmark and in the developing countries – can see agendas and documents that are to be submitted to the Danida Programme Committee.

Status and results assessment

Consultation responses are an integral part of the Programme Committee's deliberations and are reflected in the minutes of the Committee's meetings. Also consultation responses and minutes are available on the portal that was launched in January 2013. Since the launch of the portal, public consultation has been part

of the regular preparatory procedure regarding new grants and strategies. Up to now, consultation responses have mainly been submitted by Danish stakeholders.

INITIATIVE: Innovate with Aarhus

With the collaborative innovation programme, “Innovate with Aarhus”, the Municipality of Aarhus wants to encourage new approaches to the performance of public tasks by creating good conditions for broad collaboration, by earmarking funds for innovation, and by highlighting best cases. The initiative aims at increasing innovative capacity and efficiency as well as providing new good services for citizens.

Activities

In spring 2012, the Municipality of Aarhus made available an innovation pool of DKK 40 million annually for innovative projects promoting the development of innovation initiatives within seven strategic themes in the city. The pool receives applications twice a year and provides funds for projects and partnerships that present new cross-cutting solutions and foster collaboration. More information about the innovation pool and criteria is available at www.innovationiaarhus.dk

Status and results assessment

So far, 15 projects have received support from the innovation pool and a new round of applications is coming up in September 2013. The funds may also be applied for – and allocated to external parties in collaboration with the Municipality of Aarhus. The objective is to promote cross-cutting collaboration. The innovation pool is expected to be maintained for many years to come and in line with the assessment of projects, it will be possible to identify more specific results.

INITIATIVE: Increasing the use of user ratings on *borger.dk*

The public citizen portal, *borger.dk*, was to implement the possibility of user ratings and comments on self-service solutions and other content on *borger.dk*. The aim was to utilise user input to support ongoing improvement of *borger.dk* and associated services, including services from third parties. User ratings and comments were to be made available for public authorities, ICT developers and citizens with a view to driving and supporting innovation.

Activities

The pilot project “Your opinion counts!” was launched and extended, and the final concept for user ratings and comments is expected to be developed, tested and tried out in 2014. It is now possible for users of *borger.dk* to assess the portal and its content on an ongoing basis. Users are presented with nine closed-ended questions and one open-ended question where proposals for improvements may be included. The portal does not reply to individual proposals and users are informed of this at the outset.

Out of the approx. 16.5 million users in the period 1 July 2012 to 28 August 2013, a total of 7,583 users have rated *borger.dk*, and 3,657 proposals have been received. Proposals focus in general on a specific problem which the user has experienced. It is equal to 0.05 per cent of visitors rating the portal and 0.02 per cent presenting proposals to the portal.

Status and results assessment

Lessons learned from the pilot project show among other things the importance of expectation alignment, design and place of the technical solution. The use of a banner on the portal that aligns expectations before the user starts to rate or comment will limit the volume of responses, but generally raise standards of the proposals received (approx. 48 per cent of the user assessments contain proposals). Furthermore, it is common experience that quality and constructive criticism in proposals received is better than high volume. Lastly, experience shows that timing is important as a permanent solution to user assessment produces feedback at first (probably due to the news value), but the volume of user ratings and comments declines over time.

User ratings are utilised to follow up on a number of the portal's success criteria on an ongoing basis. Comments supplement indirect user input from visitor and user behaviour statistics, from *borger.dk*'s phone contact centre, from external partners as well as user tests – i.e. indirect feedback loops.

A permanent solution has been postponed on the basis of the results of the pilot project and other development priorities. For a permanent solution, it is for example important that also user ratings and comments can be made on self-service solutions that are not the responsibility of the portal but, by contrast, the individual public authority's responsibility. A final concept for user ratings and comments is expected to be developed, tested and tried out in 2014.

The pilot project will continue in 2013 and will focus on different methods for how and when to collect user ratings and comments with optimal effect. Season-related "campaigns" on various thematic parts of the portal will be tested as from September 2013. The aim is to test a number of possibilities before the permanent solution is developed, tested and tried out.

INITIATIVE: Open Government Camp

The objective of "Open government Camp" was to create an event where officials, citizens, companies and civil society organisations could meet in an informal and direct manner in order to collaborate on developing ideas and proposing solutions to a number of societal challenges.

Activities

Open Government Camp was held on 25 September 2012 in converted factory buildings which are used today as an alternative kind of community centre where associations and groups of volunteers organise sports activities, DJ school,

events, parties and other activities. The premises and facilities were on purpose so sparse and simple that they only provided the very basic framework for the camp. The idea was to encourage the participants to take initiative and responsibility themselves for giving the camp content and life. There were approx. 175 representatives of the public sector, the business community, civil society organisations and citizens who mingled indiscriminately in a number of workshops covering many aspects of open government, for example democracy and involvement, open data, dialogue on social media as well as collaboration and co-production.

Status and results assessment

The overall concept for the camp as a “do-it-yourself” event worked as intended. The participants took the idea on board and contributed actively to creating a dynamic and vibrant camp. The general feedback from the participants has been that the camp as a format created a good framework for mutual interest and collaboration between public authorities and civil society. The camp contributed to drawing attention to the many ways in which involvement and collaboration may be achieved. A new Open Government Camp will be included as one of the initiatives in Denmark’s second OGP National Action Plan.

3.3 Re-use of public sector information

Public authorities will support new forms of innovation in the public and private sectors to support new growth and welfare. It is to be achieved e.g. by making public sector information (data and digital content) available for re-use by individuals, the media, companies, etc. Furthermore, technologies may be used (open source software and open interfaces) that make it as easy and inexpensive as possible to develop both altogether new and related services on the basis of public sector digitisation.

Open government data are a kind of digital raw material that may be used to develop commercial products for the purpose of achieving better public information and service; communicating knowledge and insight; and strengthening transparency and democracy. The EU Commission proposal for a revision of the Directive on the re-use of public sector information (Directive 2003/98/EC known as the “PSI” Directive) will support this development. Open source software may for example be used strategically to lower the barriers to digitisation across sectors for the benefit of everybody. A liberal and open practice of re-use of public sector information is an important part of the exercise of authority for a modern public sector.

INITIATIVE: Renewed initiative for open government data

The objective of the initiative was to contribute to facilitating access for companies, citizens and civil society in general to use government data, and the initiative has been part of the common public sector e-government strategy 2011-

2015. In addition to operation of the national data catalogue, the initiative has focused on information and dialogue activities, often in collaboration with both public and private actors; expert knowledge contributions for various data-related projects; networking between data owners and data users; and dialogue with the international data community.

Activities

In October 2012, the Danish Government entered into an agreement with Local Government Denmark (LGDK) – and subsequently also with Danish Regions - on making basic data, previously subject to a charge, freely available as of 1 January 2013. The initiative “Open Data Innovation Strategy” (ODIS) has contributed to raising awareness of these new opportunities of freely using the attractive basic data; the development and promotion of a standard licence for open government data; and the negotiations on a revision of the PSI Directive on access for individuals to use public sector information. Furthermore, it operates the public data catalogue <http://data.digitaliser.dk>.

Status and results assessment

The public standard licence for open government data has been put to use by a number of public authorities that make data available, including the basic data that are no longer subject to a charge. Moreover, a broad and vibrant network has been established comprising data users and data owners, who in different ways contribute to the work of opening up government data and to developing the initiative further. The initiative will be taken forward in the forthcoming Danish OGP National Action Plan.

INITIATIVE: Regional initiative on open data

The initiative is an element of the large-scale initiatives “SmartAarhus” and “Smart Region”, which are implemented in collaboration between the Municipality of Aarhus, Central Denmark Region, Aarhus University and the Alexandra Institute.

Activities

An open data platform, www.odata.dk (Open Data Aarhus), has been established. The overall objective of the platform is to make data freely available for the purpose of supporting productivity and innovative development by using data to a higher degree. Developers, entrepreneurs, companies, institutions, citizens, etc. now have the opportunity to easily access open data and transform them into new services and applications that will make it better, more exciting and easier to be a citizen, visitor, and newcomer, etc. in the Aarhus area.

Status and results assessment

The platform which has been developed with open source software – a combination of CKAN and Drupal – was launched on 9 April 2013 in a beta version. Work is in progress on making more data available and already today the platform contains some data sets from Central Denmark Region and from

companies. The platform is expected to receive considerably more data from e.g. Aarhus University, Central Denmark Region, other municipalities and private actors.

As of 1 August 2013, the portal contains 44 data sets including a 3D model of the entire city of Aarhus. The platform has been developed with a forum, an ideas bank and a place for use cases to support dialogue and the exchange of ideas. In the ideas bank, it will be possible for everybody who is interested to present ideas as to which data sets public authorities and institutions should work on making available. Similarly, the platform gives data users the opportunity to draw attention to good examples of open data application, e.g. mash-ups, apps or data visualisations.

INITIATIVE: Re-use of open source software in the public sector

On the basis of the “Software Exchange”, a public portal where authorities may publish, share and re-use open source software, the objective of the initiative was to develop co-operation with ICT industry organisations in order to stimulate the development of open source software for the “Software Exchange” and support the re-use of existing open source software in the public sector.

Activities

The project known as “Kod i ferien” (Danish for “Holiday Coding”) invited students of higher education in Denmark to (further) develop open source software for Danish public authorities. Already in 2011 this was an initiative with strong roots in the open government movement. Experience from 2011 showed, however, that it could be difficult for the students to work on their own with the complex technical problems.

To address this problem and at the same time to ensure greater knowledge of the projects the students worked on, the ICT industry organisations were invited to participate in “Kod i ferien” in 2012. The organisations could assume several roles: They could offer to function as technical sparring partners for one or more students, they could provide office facilities where one or more persons could work, or offer an altogether different kind of involvement. There was a high degree of interest in the initiative, and both large and small organisations took part in the project. This meant that all students were assigned a technical sparring partner from a private organisation. All students were at the same time offered the use of a work station by one of the participating organisations.

The results were presented in connection with the Open Government Camp in September 2012. The results are now available on the “Software Exchange” to be found on the public collaboration portal *Digitaliser.dk*. It remains a goal that all software on the “Software Exchange” is to be re-used and further developed to maximum extent.

Status and results assessment

“Kod i ferien” proved a success, and it appeared from the students’ assessments that they were pleased with both the professional sparring and the opportunity of working on the premises of the organisations. Some of the students were subsequently employed by the organisations. Moreover, after having participated in the project, several companies have used the “Software Exchange” to a greater extent than previously.

Some of the software projects that were worked on have subsequently been re-used very much and further developed, others not at all. In the nature of things, some projects are more difficult to re-use if they test ideas, prove a technical concept, or the like. Other projects are not re-used as there is insufficient organisational support for implementing them. With regard to the re-use of functional software, it remains the goal of the “Software Exchange” that this is to take place to a greater extent than is the case today.

With respect to the implementation as such of the project, “Kod i ferien”, there is in future a challenge in terms of financing as it is not possible to know in advance what the outcome will be of the various projects. In relation to the re-use of open source in general, there is a problem of “sowing and harvesting” in that one authority typically bears the cost of making the software available whereas another authority benefits from re-using the software.

3.4 Self-service and reporting

Most citizens and companies consider self-service on the web efficient and convenient as long as it is easy, user-friendly and provides value. When more citizens and companies use self-service channels, resources can be freed up from case processing for other purposes. Public digital solutions have not always been sufficiently good, and that is the reason why authorities will work closely together to improve the provision of public digital services. As a general rule, it is to become mandatory to use digital self-service. However, regard must be shown for those who are uncertain about or have difficulties in using the digital channels and help must be available for those who are in need of assistance. For Danish companies, time and effort is much better spent developing the business and creating growth than administering public authorities’ rules and requirements. Public authorities will therefore digitise and automate more procedures and offer more and better self-service with a view to making case processing swifter and reducing the companies’ administrative burdens.

INITIATIVE: Binding guidelines for self-service solutions

In order to support the improvement of existing solutions and the development of new user-friendly solutions, the initiative was to bring together the most important guidelines for user-friendliness, accessibility, language, design, security and re-use of data in a shared, binding development guide.

Activities

The first version of the guide was published in the spring of 2013. This version is based on already existing requirements made of public digital self-service solutions (e.g. regarding accessibility), experience from *borger.dk* and *virke.dk*, previous screenings of existing solutions as well as workshops and innovation camps with the participation of users, user-friendly experts and stakeholders.

In order to ensure input from relevant stakeholders, an increasing need arose for consultation with various authorities and the ICT sector. The steering committee for the e-government strategy has provided input twice, and has been consulted on an ongoing basis, and workshops have been held with the ICT sector. Similarly, a need arose for ensuring coordination between the development guide and a number of initiatives in the common public sector e-government strategy. The first version of the development guide has been tested by representatives of the target group and subsequently adjusted. Test methods include read tests of texts and think-aloud tests for the interaction design. User ratings and proposals for improvements are collected from the target group and external stakeholders on an ongoing basis.

Status and results assessment

The interaction design will be adjusted in autumn 2013 against the background of experience and user input and the guide will be supplemented with tools and examples on an ongoing basis. The overall success criterion of the guide was that seven out of ten users should rate it as good or very good in a number of areas. This criterion was fulfilled in August 2013 in that 100 per cent were generally satisfied with the guide, 100 per cent found that the guide was written in an easily understandable language, and 66.7 per cent found that it was easy to navigate in the guide. The future governance model and budget after 31 December 2013 must be clarified and approved by the steering committee for the e-government strategy. This common public sector embeddedness is essential in order to maintain the user-friendliness and accessibility requirements.

The development guide is updated with relevant tools and good examples on an ongoing basis. Where no good examples exist, theoretical examples are developed to provide inspiration. It is, consequently, an ongoing challenge that the requirements of the guide must keep up with the users' expectations of user-friendliness or technical development.

INITIATIVE: Guidance and information on accessibility to digital solutions

The Danish Agency for Digitisation provides guidance for public authorities on how to ensure that websites and solutions comply with the accessibility standard WCAG 2.0, so that also persons with disabilities may use public digital services. Public authorities have the possibility of contacting the accessibility experts of the Danish Agency for Digitisation concerning problems related to accessibility.

Furthermore, accessibility work in the public sector is supported e.g. by the production of guidance material as well as accessibility analyses and mappings.

In connection with the transition to mandatory digital self-service, it has been important to place special focus on ensuring accessibility in the public self-service solutions as well as the largest common public sector solutions through accessibility screenings and tests.

Activities

The Danish Agency for Digitisation has been in charge of the guidance of public authorities regarding accessibility-related problems since 2011. In addition to annual screenings, accessibility analyses are prepared as well as guidance and information material relating to the accessibility area, and mappings of accessibility on public websites are carried out every second year.

In connection with the guidance work, a network has been established comprising persons responsible for accessibility in state-sector institutions and municipalities. The network discusses on an ongoing basis how best to improve the accessibility work at local level, and the Danish Agency for Digitisation provides the guidance and analysis material requested by the network.

Through close cooperation with The Danish Disability Council, Disabled People's Organisations Denmark and the individual member organisations, guidance and information initiatives are coordinated, targeting disabled citizens. Similarly, the Danish Agency for Digitisation takes part in events organised by e.g. disabled people's organisations or municipalities where information is provided on the accessibility work. There is ongoing dialogue with suppliers of ICT to public administration to ensure that accessibility is incorporated in new and existing solutions.

Status and results assessment

Nationwide measurements of accessibility on public websites were conducted in 2008, 2010 and 2012. It appears from these that accessibility has improved on an ongoing basis, even though some challenges remain. Accessibility screenings of the self-service solutions that became mandatory in 2012 have contributed to ensuring that there have only been accessibility-related problems to a very limited extent.

The collaboration with The Danish Disability Council and the disabled people's organisations has resulted in a number of reports and publications. These have given many citizens with functional limitations more knowledge of assistive technology. Similarly, employees at citizen service centres and libraries have gained more insight into the challenges facing disabled citizens with respect to ICT application.

In future, many self-service solutions will become mandatory. It must be ensured that these solutions are accessible before they are made mandatory. It remains a huge task to ensure that both institutions and citizens receive the right guidance and information about accessibility. The accessibility work is an ongoing process, among other things because public institutions will continue to be in need of guidance and will produce new web-based material that must be accessible. Similarly, the use of many solutions will be made mandatory in future. In line with the achievement of results, new tasks will therefore need to be performed. It will remain an important target to provide guidance and ensure accessibility regarding the mandatory self-service solutions.

INITIATIVE: Learning programmes to help citizens use digital self-service

In the network known as “Learn more about IT”, public authorities collaborate with libraries and civil society, for example adult education associations and volunteers under the auspices of the Senior Citizens Association, Ældremobiliseringen (mobilisation of the elderly) and non-profit housing associations, with a view to helping citizens to acquire basic computer skills and learn to use digital self-service. In connection with the full digitisation of communication with public authorities for citizens in 2015, the network will contribute to reaching more people and offer information and assistance in various ways that best match citizens’ needs.

Activities

The network was launched in 2009 under the auspices of the Ministry of Science, Technology and Innovation. The network collaboration will continue until and including 2015 and may be extended following an assessment. Meetings are held with member organisations approx. four times a year. At the meetings, the organisations are represented by employees who have coordinating roles in relation to the organisation’s educational effort. The Danish Agency for Digitisation informs these key persons of the strategy for digitisation of citizens’ and companies’ contact with public authorities, including the legislation in the area. In addition, the organisations provide input on the need for assistance and information as well as on citizens’ experience of the implementation of the digital solutions.

In order to provide common educational materials for this work, a website is placed at the disposal of the organisations’ employees and volunteers who assist the citizens. On the website, the instructors will find educational materials and inspiration. In addition, printed material is provided containing general information on digitisation and specific guides for solutions.

Status and results assessment

In the course of the last year, approx. 525,000 citizens have received computer assistance through the organisations represented in the network. In 2012, the campaign “Seniorsurf Day” was launched, and in one day more than 8,200 elderly

persons started utilising the Internet. In 2013, the network comprises approx. 20 organisations, covering the spectrum of organisations with activities or an interest in the population's computer skills and use of public digital self-service solutions. In 2011, the network won the competition of becoming the "most outstanding member" of the European organisation, Telecentre Europe.

A total of 93 per cent of Danes aged 16-89 have been on the web in 2013 – against 90 per cent in 2012. For the age group 65-74, the situation is that 83 per cent have been on the web in 2013 against 75 per cent in 2012. Corresponding figures for those aged 75-89 are 48 per cent in 2013 against 42 per cent in 2012. The target set for 2013 has been reached, and the performance will be sustained through continued action. At the same time, new targets will be set for this work.

INITIATIVE: Location-based content and re-use of content on *borger.dk*

As part of the Government's e-government strategy, the citizen portal, *borger.dk*, was to be further developed to become citizens' secure and easy access to public authorities' self-service solutions and direct path to citizens' own information about housing, health, tax matters, etc. Functionality was to be added to support location-specific content providing each individual citizen with information that was relevant in his/her municipality. Furthermore, the idea was also to make it possible to export content from *borger.dk* to other public websites with a view to re-using relevant content across the public sector.

Activities

A technical solution that makes it possible to add location-specific content was developed and launched in 2012, and activities to spread the solution have been initiated. Furthermore, the possibility of transferring content (through APIs) to the most common content management systems for editing websites is maintained on an ongoing basis.

Status and results assessment

At the end of 2012, a total of 44 (out of 98) municipalities had set up local editors, and in August 2013 the number of municipalities with local editors has risen to 52. The same applies to the number of municipalities that re-use content from *borger.dk*, e.g. texts, on their own websites. Continued spread and maintenance of the technical solutions is, however, required. Similarly, it is important that the content of *borger.dk* is improved on an ongoing basis in order to ensure that the portal remains a source where authorities find content for re-use on their own websites. Other public authorities indicate an initial interest in moving all citizen-targeted content and self-service onto *borger.dk*.

INITIATIVE: Less reporting through increased re-use of basic data

The objective of the initiative was to launch a broad-based effort to achieve increased re-use of basic data in the public sector, so that citizens and companies will not need to report the same basic information several times. The initiative is closely related to the initiative "Consolidated basic data" as the target to reduce

the need for reporting basic information depends on the consolidation of public basic data registers.

Activities

In October 2012, the Government and the LGDK entered into an agreement on “Good Basic Data for Everyone” and a common public sector initiative was set up known as the Basic Data Programme. A joint basic data board in charge of the overall coordination of the programme was established, and steering committees were set up for individual data domains charged with responsibility for the implementation of the basic data agreement in their spheres of authority. In June 2013, Danish Regions acceded to the agreement on basic data.

Status and results assessment

The objective of creating an organisation comprising relevant parties who through joint efforts can provide the basis for enabling public authorities to share and re-use basic information to a higher degree has been fulfilled. The Basic Data Programme, which continues until and including 2016, is embedded in the common public sector e-government strategy and is a focus area for the effort to digitise the public sector. A sub-project of the Basic Data Programme will enter into Denmark’s second OGP National Action Plan.

INITIATIVE: “Mit Virk” (MyPage) for companies

The objective of “Mit Virk” has been to adapt the common public sector company portal, *Virk.dk*, to the individual company, so that the company receives relevant information and gains access to government data about itself. “Mit Virk” is to present each company with an overview of its basic registration data, active employee signatures, rights, and reportings

Activities

The work on “Mit Virk” was initiated in 2012, and the first version was launched in December 2012. This version comprises e.g. the message box, in which companies receive notifications from public authorities on e.g. deadlines; notifications on any new digital mail for the company; an overview of visited reportings on *Virk.dk*; basic information about the company; adapted help to grow; registration of directions, etc. from the Danish Working Environment Authority; as well as the possibility of administering the company’s users of *Virk.dk*. In the spring of 2013, version 1.1 was launched. The version comprises e.g. third party access based on authority granted to accountants, lawyers and others who wish to see a client’s information on *Virk.dk*.

Status and results assessment

The following is expected to be launched on “Mit Virk” in autumn 2013: a calendar for authorities to announce deadlines for reporting, etc., subscription service part 1, which will make it possible to monitor competitors’ essential registrations, as well as an export section where companies initially will receive adapted business advisory services. In the course of 2014, “Mit Virk” will be

developed further according to the targets of the common public sector e-government strategy of giving companies an adapted overview of their account with public authorities and their growth opportunities.

The initiative is at risk in that the success of certain functions – such as the calendar function – depends on whether individual authorities join the service. Work is therefore in progress to ensure this and to adapt solutions to the needs of both authorities and companies.

INITIATIVE: New companies to be “born digitally”

The objective of the initiative was to establish a function so that new companies in connection with their registration in the central business register (CVR) also join other public digital solutions such as “Digital Signatur” and “Digital Post”.

Activities

The first version of the initiative was launched in 2012 and enables the company to order e.g. a digital signature, a NemKonto and a digital mailbox in connection with its CVR registration. In 2012, work was taken further at the same time to automate the connection to the digital solutions. Challenges have emerged of e.g. a technical nature regarding automatic connection of users to digital signature and NemKonto.

Status and results assessment

In order to respond to these challenges, work is in progress on an alternative model which by means of increased user-friendliness and nudging is to ensure that companies can easily join the common public sector solutions. This model will support the realisation in practice of the initiative’s target. This solution is furthermore integrated in “Mit Virk” and will, consequently, strengthen the company’s experience of being “born digitally” on the common public sector portal, *Virk.dk*, which also offers information and assistance about company startup and growth.

3.5 Strengthening companies’ social responsibility

Danish companies are already good at demonstrating social responsibility and integrating regard for employee and human rights, international environmental standards and the fight against corruption. But we must become increasingly better at responding to societal and environmental challenges and at the same time take advantage of the opportunities opening up for new ways to growth for the Danish business community. Therefore, the Government has launched an action plan for companies’ social responsibility – “Responsible Growth”. The new action plan is to contribute to ensuring that growth and responsibility go hand in hand and create value for both companies and society. This task involves the business community, consumers, investors, organisations, NGOs and public authorities. The action plan is to be implemented up to 2015, but a number of initiatives were already implemented in 2012.

INITIATIVE: Establishing a mediation and complaints institution for responsible corporate behaviour

The Government wished to propose legislation for setting up a mediation and complaints institution for responsible corporate behaviour where cases of Danish companies' potential violations of international principles for social responsibility, including human rights, may be investigated. The mediation and complaints institution was to comply with the UN recommendations on business and human rights, and with the OECD guidelines for multinational enterprises.

Activities

The Mediation and Complaints-Handling Institution for Responsible Business Conduct (MKI) was set up by law and opened for case processing in November 2012. The establishment of the MKI is based on the recommendations that were drawn up and submitted in complete agreement by the Danish Council for Corporate Responsibility, composed of representatives of the business community, the trade union movement, NGOs, etc.

The MKI consists of five members: a chairman, an expert member and three organisational representatives nominated by the Confederation of Danish Industry (DI), the Danish Confederation of Trade Unions (LO) and the Danish 92 Group. The aim and objective of the institution is to contribute to ensuring that companies, organisations, and public authorities demonstrate behaviour that is in accordance with the expectations of responsibility that follow from the OECD guidelines on corporate social responsibility. In addition, the institution is to contribute to effective implementation of the OECD guidelines for multinational enterprises in Denmark.

The MKI is to consider cases where the OECD guidelines may have been violated. The institution is to consider cases where complaints are brought against a Danish company, organisation or public authority, but it may also investigate cases on its own initiative. In addition, the institution is to provide information about the mediation and complaints function and about the OECD guidelines to companies, organisations and public authorities in Denmark, including through guidance, meetings and conferences, etc. In relation to this, there will also be a need to a certain extent for providing information internationally about the institution's work and experience.

Status and results assessment

The MKI has been contacted a number of times, but so far not considered any cases. The institution also has an information duty, and the members have participated in a series of meetings, conferences, seminars, etc. where they provide information about how companies, organisations and public authorities are to conduct themselves in accordance with the expectations of responsibility that follow from the OECD guidelines on corporate social responsibility.

The information activities will continue in the years ahead. In 2012, a zero point measurement was conducted of Danish companies' knowledge of the MKI and the OECD guidelines. A measurement is expected to be carried out also in 2014.

INITIATIVE: International human rights conference

The objective of the initiative was to increase awareness among companies and the general public of the new UN Guiding Principles on Business and Human Rights.

Activities

In connection with the Danish EU Presidency, the Ministry of Business and the Ministry of Foreign Affairs jointly held an EU Presidency conference on business and human rights. The objective of the conference was to bring together 200 representatives of European institutions, the business community, civil society and academia to discuss business and human rights. The discussions took their point of departure in the UN Guiding Principles and the EU strategy 2011-2014 for CSR with a view to implementing the EU strategy for CSR in accordance with the UN Guiding Principles by the end of 2012.

Status and results assessment

The conference has contributed to ensuring that the EU and the international community focus on the area and has, in addition, resulted in concrete dialogue opportunities among stakeholders in the EU and internationally. The outcome of the conference was the drafting of a conference report summarising key recommendations from the conference with respect to how the EU and Member States can implement the UN Guiding Principles on Business and Human Rights as input to the recommendations in Europe.

The conference was a stand-alone event. It is up to individual Member States and the European Commission to follow up on the conference recommendations that are included as input to the recommendations in the European Commission's action plan "A renewed strategy 2011-2014 for CSR".

INITIATIVE: Promoting social responsibility in the fashion business

The objective of the initiative was to put sustainability on the agenda of the fashion business. The largest sustainable fashion industry event, Copenhagen Fashion Summit, took place for the first time in Copenhagen in December 2009. In May 2012, the Government supported the event, Copenhagen Fashion Summit, with an initiative in the action plan for corporate social responsibility.

Activities

The event brought together more than 1000 key stakeholders from the fashion industry representing 27 countries. The speakers included HRH Crown Princess Mary and representatives of the fashion industry, the UN, Greenpeace and other organisations.

Those present exchanged knowledge and potential solutions to the global environmental challenges facing the industry. Discussions focused on how to involve and engage consumers in sustainable consumption. Furthermore, in connection with the event a seminar was held - Pre-Fashion Summit – for the industry’s stakeholders etc. who discussed and drew up recommendations for how to raise sustainable fashion to the next level. Moreover, a seminar was held - Youth Fashion Summit - for design and business school students who presented their visions of sustainability.

Status and results assessment

Fashion industry stakeholders were brought together and exchanged knowledge and potential solutions to the global environmental challenges facing the industry. Discussions focused on how to involve and engage consumers in sustainable consumption. At the Pre-Fashion Summit, recommendations were drawn up for how to raise sustainable fashion to the next level.

The industry, including Danish Fashion Institute, will continue working towards promoting the agenda and underlines that it is crucial to draw consumer attention to the area if companies are to maintain their interest in sustainable fashion.

INITIATIVE: Reporting on human rights and the climate

The Government will introduce legislation to the effect that the largest Danish companies and government limited companies in their future reporting are to explicitly consider their work on respecting human rights and reducing their climate impact. The objective of the initiative was that the Government would strengthen the guidance provided to companies to ensure that they have the right tools and the necessary information to respond to the new requirements.

Activities

The initiative was part of the Bill on a Mediation and Complaints-Handling Institution for Responsible Business Conduct, which was passed in the summer of 2012 as an amendment to section 99a of the Danish Financial Statements Act on companies’ reporting on social responsibility. The Bill was circulated for consultation among a total of 70 organisations, associations and the like. Consultation responses were received from 33 organisations, of which 23 made specific comments (for the entire Bill as such, including the establishment of the Mediation and Complaints-Handling Institution).

Status and results assessment

The amendment to section 99a of the Danish Financial Statements Act has been fully implemented. It will, however, only have effect from the reporting year commencing on 1 January 2013 or later. It means that any effects (on corporate reporting practice) may not be assessed until accounts and annual reports are available in 2014. With regard to related activities in the form of strengthened guidance, there has been ongoing updating of *klimakompasset.dk* (The Climate Compass) – primarily with improved calculation opportunities regarding CO2 emissions from transports of goods. Other related activities for strengthened

guidance are described under the initiative “Establishing a mediation and complaints institution for responsible corporate behaviour”.

Also before the legislative amendment, human rights and the climate were to be included in companies’ reporting on social responsibility, in so far as companies had formulated policies in the two areas. The amendment to the Act will therefore primarily affect companies that have not yet formulated policies for human rights and/or the climate. These companies will in future be required to explicitly state this in the management’s report. There may be a risk that on the one hand no major change may appear in the reporting with regard to the scope of policies in the two areas, and that changes will result in the situation that the management’s report will state that human rights and/or the climate are not part of the company’s social responsibility policy. Lastly, there may be a risk that the overall level for compliance with section 99a of the Danish Financial Statements Act will decrease as the subjects which have now become mandatory are not addressed at all.

INITIATIVE: Country by country reporting in the extractive and forestry industries

The objective of the initiative was to introduce country by country reporting in the EU as an important step in the international fight against corruption and tax evasion by improving transparency and thereby contribute to enabling local populations and others to hold their authorities accountable for received funds.

Activities

The rules that were finally adopted in the summer of 2013 (Directive 2013/34/EU) mean that large companies and listed companies in the extractive and forestry industries are to submit annual reports on payments they have made to authorities in connection with the exercise of their business activities.

The reporting must include information about payments for production rights, direct and indirect taxes, royalties, profits, various bonuses, licence and rent costs, etc. as well as payments of infrastructure improvements. Both payments in cash and kind must be reported. There is no requirement that a payment of less than EUR 100,000 within a reporting year must be mentioned in the report, irrespective of whether it is a matter of a stand-alone payment or a number of related payments. Furthermore, the companies’ reports must be publicised.

Status and results assessment

The rules are expected to take effect for the reporting year 2016. The Danish Business Authority therefore expects to receive the first company accounts following from the new rules in 2017. The rules are expected to contribute to increased attention on the overall payments made to public authorities and their use of these. Increased attention on this matter is expected to contribute to the fight against corruption and abuse of public funds.

3.6 Legislation and data basis

Today, many citizens and companies expect as a matter of course that public authorities are fully digitised and information is exchanged between authorities as needed. However, much Danish legislation was prepared at a time when digital technologies played a minor role in digital administration. When we raise digital ambitions and apply digital technology in new areas, new legal problems will inevitably occur. We need therefore to update our legislation to ensure that public authorities are not prevented from taking advantage of the digital opportunities, and to eliminate unnecessary legal obstacles to cross-public sector collaboration. Similarly, it is important that basic registration of key information functions as a shared and fully coherent high-quality administrative basis. It is an essential initiative in the Government's common public sector e-government strategy to ensure that basic data can be accessed in one place and can be re-used easily and securely by all authorities. There is, therefore, a need for rethinking the way in which we today distribute data across the public sector.

INITIATIVE: Legislative principles for the digital age

Digitisation will play a far more decisive role in future, among other things in connection with the modernisation of the public sector. To ensure that the administration of legislation takes full advantage of and supports the opportunities of digitisation, and that more areas of law are digitised, it is important that the opportunities of effective digital support are integrated from the outset in the legislative work in a uniform and coordinated manner.

Activities

A broad working group has therefore been established for the purpose of preparing proposals for ways in which deliberations regarding digitisation may be included in the legislative work as well as a set of principles for which deliberations should be included. The broad working group is to ensure the necessary stakeholder involvement. Furthermore, an analysis has been launched on legislation for the digital age. In this connection principles have been drafted for how digitisation is to be included in the legislative work. Moreover, input has been collected from external stakeholders and from abroad.

Status and results assessment

The presentation of legislative principles for the digital age has been postponed from 2012 to the beginning of 2014, as the steering committee for the common public sector e-government strategy has decided that the principles are to enter into the work of pilot testing three specific options for the future work. The work on legislative principles for the digital age will not enter into the forthcoming Danish OGP National Action Plan, but will be continued under the auspices of the common public sector e-government strategy, and progress reporting on the work will be made public online.

INITIATIVE: Consolidated basic data

Basic data constitute the foundation for public authorities' correct performance of tasks in terms of citizens' and companies' civil rights and the efficiency and effectiveness of society as a whole. The objective of the initiative was to establish a common public sector programme for the consolidation of basic data registers with a view to strengthening and making the re-use of basic data in the public sector more efficient.

Activities

In October 2012, the Government and the Local Government Denmark (LGDK) entered into an agreement on "Good Basic Data for Everyone", and a common public sector initiative was set up known as the Basic Data Programme. A joint basic data board was established with responsibility for the overall coordination of the programme, and steering committees were set up for individual data domains with responsibility for the implementation of the basic data agreement in their spheres of authority. As an element of the programme, it was decided to make a number of basic data registers, previously subject to a charge, freely available to both public and private actors as of 1 January 2013. In June 2013, Danish Regions acceded to the agreement on basic data.

Status and results assessment

The establishment of the programme has been implemented and will constitute the foundation for the further work on consolidating registers. Furthermore, a network group has been established regarding basic data for both public and private actors, which is to contribute to encouraging authorities and companies to put the improved and free basic data to use, and to developing partnerships between public and private actors on the use of basic data. The Basic Data Programme, which continues until and including 2016, is embedded in the common public sector e-government strategy and is a focus area for the effort to digitise the public sector. A sub-project of the Basic Data Programme will enter into Denmark's second OGP National Action Plan.

3.7 Use of new technology

Danish primary and lower secondary schools already make use of digital learning processes, but the digital element is often a mere supplement to or a bit of variation from traditional teaching. However, digital learning resources should be applied in a more focused manner to strengthen pupils' academic skills and prepare them better for the future. Today, the ability to use digital technology creatively and critically is an essential competence. Pupils must be able to assess the quality of information online, and they must be able to express themselves in new media and collaborate digitally - and internationally. In future, digital learning resources should therefore be integrated far more consistently into everyday teaching at primary and lower secondary school. Also the health care system can and should take a big step forward by means of new technology. In many areas,

health technology is now so mature that the largest and most treatment-requiring patients can be empowered to play an active role in their own treatment to a greater extent. We must rethink health care services and utilise technology to create better treatments and improve the quality of life for patients while spending fewer resources, for example by offering citizens at-home monitoring through telemedical solutions, which reduce the need for frequent trips to the hospital for routine check-ups. Good welfare technology solutions allow us to provide good service and to empower citizens in relation to their own treatment while streamlining routine tasks and channelling resources towards more specialised treatments.

INITIATIVE: AppStore for digital learning resources

As part of the Government's effort to increase the use of ICT in primary and lower secondary school, the Government and the municipalities decided to establish a framework for the creation of one or more market-based distribution platforms for digital learning resources (e.g. a kind of "app-store") by the end of 2012. The idea was to facilitate access to existing digital learning resources for teachers and pupils.

Activities

In January, the Ministry of Education announced the framework for the creation of market-based distribution platforms in the form of a number of minimum requirements. It is matter of a "basic model", which primarily includes requirements regarding producers' access, access control, general accessibility requirements, relatively few functionality requirements as well as integration and open interfaces for a number of frequently used systems and services. The basic model may be developed with further requirements according to how the market for distribution platforms and digital learning resources develops, and on the basis of lessons learned.

In connection with the preparation of the framework for the distribution platforms, a number of dialogue meetings have been held with interested potential suppliers to gain an insight into the key problems and solutions that apply in the area. It appears that there are several distribution platforms in the market that comply with the announced minimum requirements, whereas the prevalence of distribution platforms among schools is not known at the present time.

In order to facilitate access to existing digital learning resources for teachers, pupils and parents, a web service has been established that makes a number of metadata on e.g. subjects, forms, and titles of the learning resources available to the actors in the market. This also provides an overview of the supply of digital learning resources through the distribution platforms. However, for competitive reasons, the producers of digital learning resources have not wished to make metadata available, making possible a purchasing function (e.g. a kind of "app store") on the market-based distribution platforms.

Status and results assessment

The framework for the market-based distribution platforms will be assessed at the end of 2013 with a view to potential adjustments, and the possibilities of making a purchasing function a requirement will enter into this assessment. The assessment is to be coordinated with the agreement on an improvement of standards in primary and lower secondary school (“primary and lower secondary school agreement”), including in particular the initiative on a user portal for primary and lower secondary school as there are essential interfaces both technically and in terms of content.

INITIATIVE: Preparing a digital welfare reform

As preparation for the common public sector reform of the welfare areas which is to create a better framework for the use of existing welfare technological solutions, the objective of the initiative was to conduct analyses of how welfare technology may raise productivity in the public sector and strengthen citizens’ engagement and empowerment regarding their own case and treatment.

Activities

The preparation of the digital welfare reform has been implemented.

Status and results assessment

As part of the preparation, the Government, the Local Government Denmark (LGDK) and Danish Regions have published a discussion paper on digital welfare with a view to engaging in dialogue with the Danes on how digital solutions may best be used in welfare services. In order to further support and provide inspiration for the debate about digital welfare, a short informative film has been made with examples of digital welfare from the health, social and educational areas. The work on digital welfare will also enter into the next Danish OGP National Action Plan.

3.8 Good governance – transparency and better public ICT projects

Transparency and openness in public administrations is a prerequisite for citizens to hold the Government and administrations accountable, and for the public sector’s own follow-up on public activities. Danish society has a long-established tradition of a high level of transparency, and digital technology creates new opportunities for providing access to information and insight. A number of new transparency initiatives will create greater insight into development assistance, the digitisation effort and public sector ICT projects. An important basis for this is that digitisation in the public sector is introduced on a well-consolidated digital infrastructure. And a more consistent and systematic spread of the common solutions established in recent years has to be ensured. The economic situation requires efficient solutions. Digitisation plays a key role in this respect, and it is therefore essential to take full advantage of common solutions, to follow up on them and to make progress visible.

INITIATIVE: Transparency in development assistance projects

In 2012, the Ministry of Foreign Affairs wished to start work on a comprehensive transparency initiative, which is to communicate detailed information on all development aid projects and programmes to tax payers in Denmark as well as to the countries Denmark cooperates with.

Activities

“Danida transparency” (<http://um.dk/da/danida/om-danida/det-aabne-danida/>) was prepared in 2012 and launched in January 2013. The initiative comprises five elements presented together on a website with access from the front pages of Danish Embassies and the Ministry of Foreign Affairs: 1) Danida feedback which gives citizens in Denmark and abroad easy access to contacting Danida if they want to criticise, complain and inform about or praise Denmark’s development cooperation. 2) An anti-corruption portal giving access to reporting suspicions about corruption and fraud, and presenting the briefings of the Ministry of Foreign Affairs to *Rigsrevisionen* (the Auditor General’s Office) about irregularities, which are posted on the site on an ongoing basis. 3) Public consultations in connection with the preparation of major grants and new strategies for development cooperation. 4) Public access to agendas, all documents – including detailed grants documents - as well as minutes from meetings of Danida’s Grant Committees and meetings of the Council for Development Policy. Meeting documents are published two weeks prior to a meeting. 5) Data from programmes and projects which provide access to searching Danida’s annual programme and project briefing and which provide information about the work performed by the Ministry of Foreign Affairs to comply with Denmark’s commitment to report on development cooperation according to a new international standard.

Status and results assessment

In 2012, the Ministry of Foreign Affairs published Denmark’s plan for full implementation of the new international standard for reporting on development cooperation by 2015. Furthermore, reporting was implemented for the first three quarters of 2012, which after the turn of the year was updated into preliminary reporting for the entire year. The work of the Ministry of Foreign Affairs to change the reporting systems is expected already in 2014 to result in public access to more and more easily searchable information about Danish development cooperation.

INITIATIVE: Digital written communication at the universities

The objective of the initiative was that the Government should monitor and make public the activities and progress of universities in their transition to digital written communication with a view to creating transparency about the process and supporting exchange of experience.

In 2006, the Danish University Act was amended to enable the then Minister for Science, Innovation and Technology to lay down detailed rules for digital

communication at the universities. The enabling provision which has been extended twice since then is translated into Executive Order 1092/2012 on digital communication for the universities. The Executive Order establishes the rules-based foundation for ensuring that as much as possible of universities' communication with applicants and students takes place digitally.

Activities

The Ministry of Science, Innovation and Higher Education has followed up on the amendment to the Act and initiative 7.2 of the common public sector e-government strategy, the target of which is that the universities' written communication with students and applicants must to the extent possible take place digitally. In connection with the follow-up, the Ministry of Science, Innovation and Higher Education has published the universities' status on the Ministry's website, www.fivu.dk. Traffic on the website has not been overwhelming (37 unique visitors the last six months), but the assessment is that it has had a positive effect that the initiative has been continuously followed up on.

Status and results assessment

The target has almost been reached in that between 85 and 100 per cent of the universities' written communication with students takes place digitally.

INITIATIVE: Publication of status reporting from The Danish Council for IT Projects

In order to support open government and increase knowledge and experience sharing as a basis for improving public ICT solutions and services, the initiative was to ensure that status reporting on government ICT projects by The Danish Council for IT Projects is published.

Activities

In March 2013, The Danish Council for IT Projects published an overview of status for all government ICT projects exceeding DKK 10 million. The overview was based on public authorities' status reports from the second half of 2012, with the deadline on 17 December 2012. Against the background of the reports submitted, all ICT projects were assigned a "traffic light" i.e. a red, yellow or green label for time, economy and realised gains.

Status and results assessment

It is the assessment of The Danish Council for IT Projects that an updated status overview every six months supports open government and increases knowledge and experience sharing as a basis for improving public ICT solutions and services. It is, furthermore, the assessment of the Council that the traffic light labelling makes it possible to bring ICT projects in trouble to the attention of the political level, which subsequently enables the Council to take swift action regarding these ICT projects. The Danish Council for IT Projects offers sparring to authorities with projects that are assigned red and yellow traffic lights.

In June 2013, status reports were submitted for the first six months of 2013. Against the background of the reports, The Danish Council for IT Projects has assigned traffic lights and is currently contacting ICT projects in trouble. The overview for the first half of 2013 is expected to be published at the end of September 2013.

INITIATIVE: Overview of public ICT architecture

With a view to creating further coherence in and strengthening the re-use of public ICT, standards, data, applications and infrastructure, a common overview of public ICT architecture has been established as part of the implementation of the common public sector e-government strategy.

Activities

The establishment of an online one-stop shop for common public sector ICT architecture (*arkitekturguiden.digitaliser.dk*) provides an overall, structured overview of information that is to be found in many places. The website comprises e.g. common public sector ICT architecture principles, national infrastructure solutions, technical standards, common language/taxonomies, development methods, solution guides, and development guides and check lists.

The main target group is project managers, developers and ICT architects working for public authorities and their ICT suppliers and consultants. The project has been developed in close dialogue with representatives of the target group through workshops and through open dialogue on the public collaboration portal *Digitaliser.dk*. Wishes from the community are incorporated on an ongoing basis and as soon as possible in order to support the users' needs and ensure relevance and goodwill.

The website, which has been warmly welcomed by the target group, has made it easier to find relevant information, which is presented in a clearer and more user-friendly framework.

Status and results assessment

The initiative will continue in the period 2011-2015. At first, the focus was on the development of structures in the form of method framework (OIO EA) and reference models (FORM and STORM). These are used as the basic structure of the overview. In 2012-2013, focus has been on the development of the architecture guide and specific overviews. In 2013-2014, work will continue on creating further overview and on focusing on the issues that are most important in future. Much relevant information remains to be collected, structured and professionally qualified to ensure that the overview is as relevant, authoritative and updated as possible.

The overall targets remain the same, but there is now a more focused scope regarding matters relating to sharing and exchange of data. In future, work will be conducted on several front, e.g. the overview on *arkitekturguiden.digitaliser.dk* will be

developed and maintained on an ongoing basis. Work will, furthermore, be conducted on developing support tools, and it is expected that there will be increasing focus on using the overview in connection with governance.

INITIATIVE: Educational material on the government ICT project model

In order to disseminate knowledge of and optimal use of the government ICT project model, which is to contribute to creating better ICT projects, the objective of the initiative was to publish educational material on the project model under an open, public licence to make the material usable for all.

Activities

In spring 2012, the Danish Agency for Digitisation made educational material on the use of the common government ICT project model freely available for all under an open public licence. The intention was that private providers should be able to use the material, which would increase the supply of courses while, at the same time, private providers could do business on the basis of the initiative.

Status and results assessment

Since April 2012, a total of 16 providers have indicated that they wish to supply courses on the basis of the material, and there have been 35 courses, which fulfils expectations. Updating educational material and customer involvement will be activities in future that are to contribute to maintaining the results achieved.

3.9 Local and regional large-scale initiatives

Some public authorities are already working with various elements of open government and government 2.0, and many more are considering starting. A few authorities have decided to move ahead and take the plunge with full-scale initiatives. A Danish municipality and a Danish region will launch broad initiatives with several sub-initiatives for the purpose of developing their local areas further in the light of open government. The two initiatives have one thing in common – apart from the fact that they collaborate – that the processes of developing and implementing initiatives and activities will be open and based on cooperation with civil society. Both initiatives will also be made available as large-scale cases in the Open Government Partnership work, both nationally and internationally

INITIATIVE: Smart Aarhus

In partnership with the Alexandra Institute, Aarhus University and Central Denmark Region, the Municipality of Aarhus wished to work on the initiative “Smart Aarhus”. Based on collaboration between citizens and public and private actors, the initiative aims to develop the city into an open and digital platform for and together with all the city’s stakeholders. The objective was that the initiative, which was to work with e.g. open data, social media, citizen involvement, co-creation and private-public collaboration, would be developed on an ongoing basis and that the process would be open for all companies, citizens and

associations. The “Smart Aarhus” initiative would also contribute to making Denmark an international pioneer in terms of openness, democratisation and innovation by participating in knowledge sharing and making the initiative available as a case.

Activities

2012 was a year of visions in which the “Smart Aarhus” initiative facilitated the set-up of a number of working groups open to citizens and private and public organisations. At the end of 2013, a total of 15 working groups had submitted recommendations for digital Aarhus of the future. The recommendations are published online at <http://smartaarhus.dk> and, furthermore, in a complete publication available at <http://issuu.com/smartaarhus>.

A number of the recommendations have become specific projects. Among these may be mentioned the open data project that has launched the portal, *ODAA.dk*, which as of 31 August 2013 has 44 data sets from the Municipality of Aarhus and other authorities and companies. Another project is the event “Internet Week Aarhus”, which is expected to be held in 2014 – a week’s festival to celebrate and highlight the internet economy and the digital opportunities. Another project to be mentioned is “*Smartarkivering.dk*”, a digital form of reporting to Aarhus City Archives and *fablab@school*, which endeavours to create new educational forms based on digital technology. Work is also in progress on a number of other projects.

Status and results assessment

The working groups have created a network or eco-system where projects can be realised more swiftly among several partners. The partnership has, similarly, succeeded in participating in a number of EU projects, e.g. in open data and the use of data for providing better services for citizens. The “Smart Aarhus” initiative continues to work on the development of partnerships and the marketing of a number of principles under the label “Made With Aarhus”. The principles support co-creation, open innovation and general openness in the development processes. The objective of the “Smart Aarhus” initiative is to become an internationally recognised model for urban development based on partnerships.

INITIATIVE: Smart Region

“Smart Region” was initiated in Central Denmark Region in 2012 as a continuation of previous work on public-private innovation, welfare innovation and the efforts of the Growth Forum regarding digitisation. Furthermore, the objective has been to work with metagovernance in practice through an open and involving approach in collaboration with municipalities, NGOs and companies.

Activities

Up to now, the main activity has been the collaboration on the “SmartAarhus” initiative, which is described and assessed above.

4 Conclusion

The vast majority of the 33 initiatives presented in the Danish OGP National Action Plan 2012 have been implemented, and a few have been partially implemented. No initiatives have been discontinued. A number of the initiatives will be further developed in Denmark's next OGP National Action Plan.

Approx. half the initiatives in the first National Action Plan took their point of departure in the common public sector e-government strategy 2011-2015. The main focus of these initiatives was better public digital service for citizens and companies as well as transparency and accountability in public projects and processes.

The digitisation of public service has given citizens the opportunity to manage more matters themselves – easily and conveniently from home. And the citizens have taken digital services on board. In general, access to digital service has resulted in a fall in the number of citizen inquiries.

Digital service has at the same time freed up time at e.g. citizen centres, which may be used to provide more personal and flexible service for the citizens who continue to visit the centres. Civil society has, moreover, contributed to the drop by a third in citizen inquiries as voluntary organisations have supported the digital inclusion of citizens who need extra help to use the digital solutions.

In order to create openness about status for how work on the common public sector e-government strategy proceeds, status is published for the individual projects every quarter together with information on budget, business case, risks and timetable.

Similarly, the Government has worked towards creating transparency regarding public authorities' efforts outside Denmark's borders. This has included public consultations in connection with new strategies and grants and better access to the briefings submitted to *Rigsrevisionen* by the Ministry of Foreign Affairs on potential cases of fraud. The effort to increase openness in Danish development assistance resulted in 2012 in a shared third place in the annual league table of Publish What You Fund.

A third theme in the first National Action Plan was the strengthening of companies' social responsibility, which took its point of departure in the Government's action plan known as "Responsible Growth". It should be possible for those who find that their rights have been violated by Danish companies, organisations and public authorities to raise, document and publish cases of

breach of corporate social responsibility. Therefore, a mediation and complaints institution has been set up. It is a non-legal institution where companies, organisations and public authorities may resolve disagreements on e.g. violations of human rights and workers' rights, international environmental standards and corruption.

5 Lessons Learned

Broad partnerships that bridge and rethink traditional boundaries are one of the sources of inspiration in the work on modernising the public sector. New ways of working are, however, often cumbersome and problematic and therefore require trust, transparency and collaboration.

The public sector can become better at integrating both citizens and employees in management decisions to make them co-providers of public services and, in particular, co-creators of the aims and objectives which they eventually are to receive and deliver, respectively. When citizens are involved directly and play an active role themselves, it will also improve the possibility of planning public services in a more intelligent manner.

Similarly, new synergies may arise when the public sector collaborates with private companies on the performance of public tasks, and it may contribute to better performance of tasks and enhance efficiency. At the same time, it provides the basis for growth and new jobs in the private sector.

But a well-functioning welfare society requires not only strong private and public sectors. Also a strong and engaged voluntary sector is important. Through volunteering, strong communities are created across generations and social background as well as a society based on cohesion.

One example is that where increased digitisation of public services has been combined with greater collaboration with voluntary organisations, where volunteers help other citizens to use digital solutions, the number of citizen inquiries has fallen by up to a third. The involvement of civil society has strengthened both digital inclusion and the feeling of ownership and community.

Open government may contribute to continued development of our public administration, our welfare society and our democracy. It requires a creative approach to new governance models, less fear of new collaboration constellations, the courage to develop legislation that is less bureaucratic and ready for the digital age, and the will and determination to discuss the transition politically. These lessons learned will constitute the basis for Denmark's next OGP National Action Plan.