

Netherlands

Mid-Term Self-Assessment Report

National Action Plan Open Government 2016-2018

Ministry of the Interior and Kingdom Relations

The Hague

September 2017

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1. Introduction and background

Openness and transparency are core values of the Dutch democratic and constitutional state. These values promote government accountability, integrity and transparency towards citizens; facilitate informed, modern and active citizenship; improve the efficiency and learning capability of government; and unlock economic opportunities through the dissemination and re-use of public information.

Today, we live in an information and network society. Social and technological developments are changing the relationship between government and citizens. Citizens have become more autonomous, authority is challenged, trust cannot be taken for granted. Digitization and 'datafication'¹ are creating new opportunities and threats.

In short: social and technological developments facilitate and necessitate more openness and transparency, while also reinforcing the calls for transparency and accountability.

Our present-day society demands open government which not only regulates society and provides good public services, but also actively approaches citizens and businesses in order to find better ways of tackling societal challenges together, and to assist society in this endeavour. Open government in this comprehensive sense focuses both on public disclosure of information as well as openness in behaviour and communication.

As a member of the Open Government Partnership (OGP), the Netherlands draws up action plans for open government. These plans set out concrete actions for promoting the achievement of these ambitions in the field of open government. The Netherlands has been a member of the OGP since 2011.

In 2015 the Netherlands drew up its second National Open Government Action Plan. This second action plan was shaped according to the open government vision as defined in 2013.²

This vision comprises the following three core elements:

1. Transparent government: actively makes public information available.
2. Facilitating, collaborative government: seeks out partners in society to solve societal challenges together.
3. Accessible government: is open to everyone and available anywhere, anytime.

These three core elements return in the nine commitments of the second action plan and are closely aligned with the values of open government as propagated by the OGP: transparency, accountability, civic participation and technology & innovation aimed at openness and accountability.

The actions from the second National Open Government Action Plan (2016 to mid-2018) are currently being implemented; the action plan is at its halfway point. This therefore is an appropriate time for an interim self-assessment of this action plan, both to learn from the experiences gained as well as to take stock of what has been achieved so far and what still needs to be done during the

¹ Datafication: everything we do is expressed in data and everything is connected via the internet.

² <https://www.rijksoverheid.nl/documenten/rapporten/2013/09/01/visie-open-overheid>

remainder of the term. That is the purpose of this mid-term self-assessment. This mid-term self-assessment mainly focuses on the development of the action plan and the progress made on the commitments so far.

The draft version of this self-assessment was posted during a 2.5 week period on the open government website (www.open-overheid.nl) for comments and input. This consultation phase was announced in the newsletters of the Open Government Learning and Expertise Centre (LEOO Expertise Centre). This consultation phase elicited one reaction, which was incorporated into the final version.

Also planned, alongside this mid-term self-assessment, are an interim self-assessment of the OGP Independent Review Mechanism (IRM; no later than 1 January 2018) as well as a final self-assessment (September 2018) and a final assessment of the IRM (September 2018).

It is good to note here, incidentally, that the second Dutch Open Government Action Plan was published on 15 December 2015 for the 2016-2017 period. In consultation with the OGP, the term of the action plan was extended in June 2017 until the end of June 2018 in order to synchronize the action plan with the terms for the self-assessments and the IRM assessments of the OGP. In view of the six-month extension of the current action plan, we took this opportunity to make the commitments even more SMART, while also supplementing them with extra actions where appropriate. The expanded action plan can be found both on the OGP website and at www.open-overheid.nl.³

The Netherlands is also taking initiatives outside of the action plan to promote open government. These additional initiatives are briefly discussed in Chapter 6.

2. Developing the second National Open Government Action Plan

The second Dutch National Open Government Action Plan was drawn up under the responsibility of the Minister of the Interior and Kingdom Relations.

A. Participation and co-creation in developing and implementing the action plan

The action plan was developed on the basis of four pillars: content, consultation, political support and communication.

1. Content

In order to formulate sufficiently SMART commitments, various steps need to be made in the consultation phase. This starts with informing people and organizations about the new action plan and making them enthusiastic to participate and provide input. Next, steps are necessary to

^{3 3} See <https://www.opengovpartnership.org/documents/netherlands-2016-2018-national-action-plan> and <http://www.open-overheid.nl/actieplan-open-overheid-2016-2017/>.

formulate and select commitments, build support and nominate action owners. Not everyone who is enthusiastic about the subject of open government will actually become (or want to become) an action owner. We have noticed that the identification of commitments and action owners is a gradual process of crystallization that is achieved through exploratory and informal dialogue and interaction.

The commitments were selected according to criteria based on the open government policy ambitions and priorities, the OGP requirements and the lessons learned from e.g. the IRM review and the mid-term self-assessment of the first action plan. This resulted in a more limited number of commitments, devoting specific attention to concrete results, the timelines for the deliverable results and the contribution of the deliverables to the attainment of the open government objectives. Formulating SMART commitments in advance is not easy, as we found out when we reviewed the commitments in June 2017. As described in the introduction, the commitments were tightened up as a result of this review to make them more SMART.

Commitments, such as the activities to promote integrity, were continued as a separate policy component outside of the actual action plan. In addition, a communication plan was drawn up on the basis of a target group/policy environment analysis. This plan contributed to a more effective utilization of the resources.

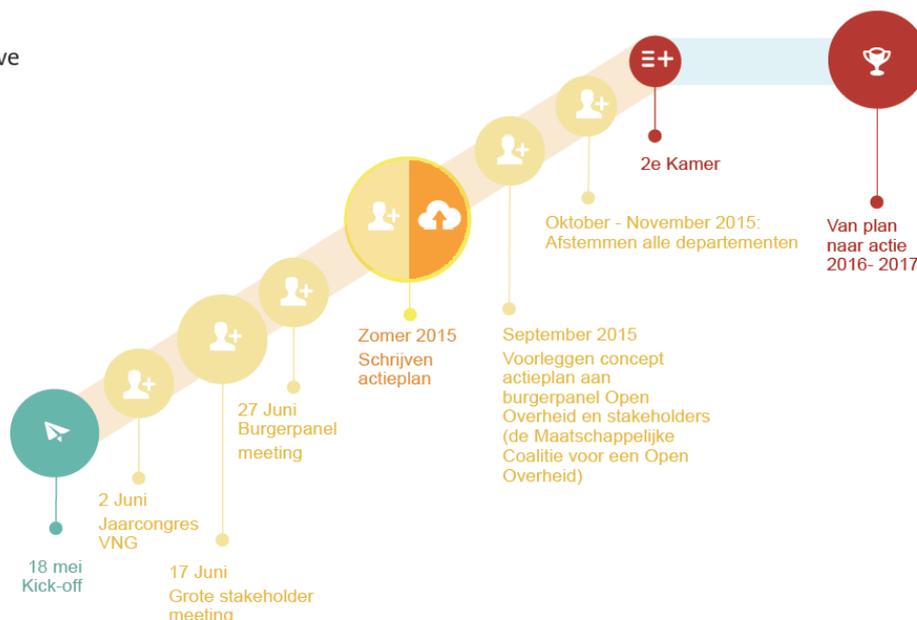
One major step concerned the creation of the Open Government Learning and Expertise Centre (LEOO Expertise Centre). Acting on behalf of the Ministry of the Interior and Kingdom Relations, the LEOO Expertise Centre supports action owners and the broader open government movement with the implementation of the commitments as well as with learning and knowledge sharing.

2. Consultation

Overview of the consultation process

The central idea in developing the Action Plan was that Open Government is a subject that requires the broad-based involvement of other ministries, governmental organizations, civil society organizations and involved citizens. Figure 1 provides a visualization of the action plan process from development to presentation. The process started on 18 May 2015 with the Doe Open! (Act Open!) Festival and ended with the submission of the action plan to Parliament on 15 December 2015. The implementation of the action plan got underway in January 2016. At the festive kick-off meeting held on 3 February 2016, all parties involved looked back at the development process and forward to the implementation of the action plan. Everyone who had contributed to the development of the action plan, including the citizens panel, was invited to the meeting.

Figuur 1. Procesweergave



The approach towards the new action plan was designed to actively involve a broad spectrum of target groups in the process of devising, discussing and formulating commitments. This was done, taking on board the experiences and lessons from the previous action plan. These included the need to connect with the concerns and interests of citizens, make a distinction between centralized and decentralized level in both actions and approach, build support at the requisite levels in the early stages and secure the involvement of not only ‘believers’, but critical minds too.

The consultation phase served a twofold purpose: first, to generate new ideas for commitments in the action plan as well as nominate action owners for the new action plan; and second, to increase the awareness of Open Government and the OGP. The outcomes were, on the first count, an action plan with 9 new commitments and multiple action owners and co-owners and, on the second count, a considerable increase in awareness. The latter is evident from, among other things, the rise in the number of followers of the @OpenOverheidNL Twitter account from 699 followers on 6 January 2015 to 1958 followers on 31 December 2015 and 3160 on 1 September 2017.

Doe Open! (Act Open!) Festival and Open Government in Action meeting

At two meetings – the kick-off meeting during the Doe Open! (Act Open!) Festival on 18 May 2015 and the Open Government in Action meeting on 17 June 2015 – over 140 stakeholders, open government policy officers, interested parties and visionaries contributed their thoughts and suggestions for the content of the action plan. The central focus at the Doe Open! (Act Open!) Festival was on identifying the ambitions for the second national action plan.

Based on the outcomes of that day, subjects and priorities were put forward for the second action plan at the Open Government in Action meeting. The outcomes and discussion reports of the Open

Government in Action meeting on 17 June were posted online⁴, thereby providing an opportunity to make additions and hold a follow-up discussion (online). Those interested could indicate whether they wished to be involved in the further development of a specific commitment. Online reports on these meetings were posted on Twitter. Moreover, civil society organizations submitted the 'Onze overheid, onze informatie' (Our government, our information) manifesto to the Ministry of the Interior and Kingdom Relations. Points from this manifesto were taken on board in the action plan. As a result of this process, the Open State Foundation became action owner of one of the commitments (Open Spending) and implementer of one of the other commitments (Open Municipal Council Information).

VNG Conference on 2 June 2015

Municipal administrators were involved in the development of the action plan during the conference of the Dutch Association of Municipalities (VNG) on 2 June 2015. In five-minute interviews, councillors, mayors and secretaries of municipalities were asked what they saw as the most important action to make the government more transparent. A Storify report was made of these five-minute interviews at the VNG Conference.⁵ VNG/KING became action owner of the Open Municipal Council Information commitment.

Citizens Panel

Apart from civil society organizations, there was also the wish to give citizens an opportunity to have their say and become involved. The online channels (website, Twitter etc.) were constantly available for this purpose. In addition, an open government citizens panel for this action plan was requested for advice. This panel consisted of 18 people who were selected by an independent agency according to diversity and their experiences with government. The panel produced an advisory report containing the residents' comments, considerations and suggestions. On 21 September 2015 a meeting was held with the citizens panel, explaining which suggestions had been included in or excluded from the action plan and the considerations underlying these decisions. This report was made public via the www.open-overheid.nl and Rijksoverheid.nl websites.⁶ The following conditions must be met to make successful use of an advisory citizens panel: the subject is relevant for citizens, the scope for making and influencing policy is clear, the provision of information and feedback are well-organized and the advice of the citizens panel must be taken seriously.

3. Political support

After the consultation phase, the draft action plan was written by the Open Government policy team of the Ministry of the Interior and Kingdom Relations (general part) and by the action owners (the commitments) and shared at an early stage with civil society organizations. This was greatly appreciated by these organizations. Attention was also devoted to building political support for the second National Open Government Action Plan.

⁴ A written report was made on each of the eight subjects discussed at the meeting on 17 June, which was also posted on the LEOO website, see: <http://www.open-overheid.nl/open-overheid-in-actie/>. In addition, a Storify report was made, see: <https://storify.com/renewthinking/actieplan-open-overheid-17-juni>

⁵ <https://storify.com/renewthinking/openoverheid-bij-vng>

⁶ See, for instance <http://www.open-overheid.nl/open-overheid/actieplan-open-overheid-hoe-staat-het-ermee/> and <https://www.rijksoverheid.nl/documenten/rapporten/2015/06/27/advies-burgerpanel-actieplan-open-overheid-2016-2017>

After interdepartmental consultation, the Ministers Council discussed and approved the Open Government Action Plan 2016-2017, after which it was sent to Parliament in December 2015. On 7 September 2016 the Interior Affairs Committee of the House of Representatives discussed the Open Government Action Plan with the Minister of the Interior and Kingdom Relations. In autumn 2017, the minister of the Interior and Kingdom Relations informed Parliament about the progress of the Open Government Action Plan.

4. Communication

The authors of the second Dutch National Action Plan realized that communication was crucially important, both to build awareness about open government and the OGP and to collect input for the action plan. Timely and transparent communication also received explicit attention during the decision-making, implementation and evaluation stages.

Various communication channels were used for the action plan:

- The National Government website (informative)
- Twitter⁷ (informative and for discussion)
- Facebook⁸
- Open Government LinkedIn Group (making use of interactive function: everyone can post and respond to messages)⁹
- Website of the LEOO Expertise Centre (LEOO)¹⁰
- Webpage of the Open Government Partnership (OGP)
- LEOO Newsletters (2,300 recipients on 1 September 2017)
- Festivals, meetings, knowledge lunches

During the consultation stage, various types of information such as blogs, impression reports, progress documents, photos and films were posted on the www.open-overheid.nl website to ensure that interested parties were kept up to date with the consultation process and were able to provide ideas, suggestions and critical comments for the new action plan. The www.open-overheid.nl website is mentioned by the OGP as a good example: “The Netherlands has a dedicated open government website – [open-overheid.nl](http://www.open-overheid.nl) —which presents information on what open government is, various open government initiatives and events, and the OGP NAP in a clear and accessible manner. In addition, the site provides access to support for organizations implementing open government initiatives”.¹¹

Reports were made of most consultations and distributed both internally and externally and posted both on the website and via Twitter. Open communication was the basic objective.

⁷ <https://twitter.com/openoverheidnl> (3,160 followers on 1-9-2017) and <https://twitter.com/opendatanl> (4,711 followers on 1-9-2017)

⁸ <https://www.facebook.com/OpenOverheidNL/> (371 likes on 1-9-2017)

⁹ <https://www.linkedin.com/groups/8222887> (242 members)

¹⁰ Page visits to [open-overheid.nl](http://www.open-overheid.nl) from 1 January 2016 to 31 August 2017: 231,640

¹¹ OGP, *Government Point of Contact Manual* (March 2017) p. 16.

https://www.opengovpartnership.org/sites/default/files/OGP_POC-Manual_2017_EN.pdf

Images can also put across a powerful message. The process of the action plan was therefore captured in two film reports: the first, made in the run-up to the consultation, was intended to kick-start the discussion about the action plan.¹² The second film looked back at the entire process and was intended both as an accountability document and as an inspiring example for others.¹³

B. Participation and co-creation in implementing, monitoring and reporting on the action plan

Participation and co-creation do not stop with the development of the action plan, but remain vital throughout the implementation process in order to mobilize the thinking power of all parties, maintain and build support and – through collaboration – make further steps forwards than would otherwise have been possible.

Amongst other things, meetings were organized for action owners in order to exchange knowledge and to help each other overcome obstacles and to ensure that the common purpose and cohesion of the action plans remain visible. Takeaways from these meetings were shared more widely on the website.

The multiple parties interested in open government were reached with the Hoe Open? (How Open?) Festival in December 2016. This was the sequel to the Doe Open! (Act Open!) Festival and had two main themes. As the name indicates, the two central questions were: How open can you be (what instruments are available, what examples)? and How desirable and feasible is openness? About 400 participants took part in the festival, where they were able to attend workshops delivered by action owners.

The www.open-overheid.nl website was also actively used as a channel to call attention to open government as well as to inspire and share knowledge. Interviews were held with action owners and posted on the websites. The action owners' blogs can also be found there, as can knowledge instruments and reports of knowledge meetings.

3. IRM recommendations

The interim IRM evaluation of the first National Open Government Action Plan 2013-2014 contained five main recommendations for the following second National Open Government Action Plan. These recommendations related to specific open government subjects and actions. The five recommendations concerned the following subjects: the right to correct personal details, 'open budget and open spending', active publication of government information, instruments to increase integrity and 'open working'. In view of our deliberate choice to give the second action plan more focus and cohesion, we needed to limit the number of commitments. This meant that we were unable to incorporate all recommendations into the second action plan. However, open government activities were also initiated outside of the action plan, including activities in relation to the recommended subjects that do not form part of the action plan. Two subjects that were

¹² For the first film, see: <https://vimeo.com/130529403>

¹³ For the second film, see: <https://www.youtube.com/watch?v=PP8j37OcpX0>

incorporated into the second National Open Government Action Plan are ‘open spending’ and ‘active publication of government information’.

The most recent IRM report concerns the final evaluation of the first National Open Government Action Plan. This report noted that the first action plan had been developed with a relatively small group of professionals. As the IRM report was published in April 2016 and the current second action plan started in January 2016, the findings could not be taken on board in the development of the second action plan. The approach to the second action plan was already different, as the process focused on a broader target group, with a strong emphasis on civil society organizations and citizens. This was extensively discussed in chapter 2.

4. Implementation of the commitments

The appendix mentions the interim results of the milestones and the follow-up steps for each commitment. This shows that all commitments are on schedule and that all results are expected to be achieved at the end of the term of the action plan. With some commitments, such as the active publication of information (commitment 4) and the LEOO (commitment 9), the results will even exceed the expectations.

Since the start of the implementation of the action plan, the LEOO has published regular updates on the progress of each commitment on the www.open-overheid.nl website. This was initially done every six weeks in 2016 and now every 8 weeks in 2017. These updates boost the action owners’ involvement in the action plan and keep all interested parties informed of the progress made. On various occasions, these updates have led to fruitful connections between people and organizations.

In order to keep making progress, support for the commitments must be actively maintained and reinforced throughout the process. Changes in personnel at action owners also require careful monitoring. When upscaling experiments, it is important to continuously highlight the added value and usefulness so that the benefits remain clearly visible for users. It is also necessary to take sufficient time for upscaling operations.

The ‘Open about money: open spending detailed data’ commitment deserves a special mention: at the OGP awards during the OGP Summit in Paris in December 2016, the Open State Foundation earned an ‘honourable mention’ for the Europe region for this commitment and was allowed to give a pitch on the project.

5. Learning from, and exchanging with, other countries

One important added value of the OGP is the access that it provides to an international network dedicated to open government. The Netherlands makes use of this network to learn from and be inspired by the knowledge and experiences of other countries, while also sharing its own knowledge and experiences.

Since May 2017 the Netherlands has, at the invitation of Scandinavian countries and Estonia, been a member of the open network government of these countries which meets from time to time. The

exchanges and cooperation with these countries, which have similar experiences and face similar issues, produce mutually beneficial insights.

Following a talk between the Minister of the Interior and Kingdom Relations with the CEO of the OGP during the OGP Summit in Paris in December 2016, the Netherlands will host an international meeting in October 2017 about the contribution that open government and the OGP can make towards building trust in government.

In addition, two international delegations visited the Netherlands to learn from our experiences in the field of open government:

- Via the The Hague Academy for Local Governance, the LEOO organized a visit about open data for an Indonesian delegation of university staff and local government employees of Bandung (Java, Indonesia) in September 2016.¹⁴
- In May 2017 various ministries and the OSF worked together, at the request of the South African embassy, to organize a working visit for the KwaZulu-Natal Legislature Standing Committee about, among other things, transparency, openness, public services and public accountability and anti-corruption in the Netherlands.

Knowledge, experience and good examples were also shared and gathered at other international meetings, such as the OGP meeting in Georgia in June 2015¹⁵, a meeting in Nancy, France, in January 2016¹⁶, the EUPAN Working Level Meeting in April 2016, the Digital and Open Government Conference on 2 and 3 June 2016 in Amsterdam in the framework of the EU presidency¹⁷, the OGP Summit in Paris in December 2016 and the UN Public Service Forum in The Hague in June 2017.¹⁸ The gathered knowledge was disseminated further in various ways, including via the www.open-overheid.nl website.

The international network is also used to bring international speakers to the Netherlands for public lectures. One example of this is the presentation of Stefaan Verhulst (NYU, The Gov Lab) in March 2017.

¹⁴ See report at: <http://www.open-overheid.nl/open-overheid/internationale-kennisuitwisseling-open-data-als-bandung-een-dataset-opent-heeft-dat-betrekking-op-27-miljoen-inwoners/>

¹⁵ <http://www.open-overheid.nl/open-overheid/brengen-en-halen-in-tblisi/>

¹⁶ For a film of the presentation, see: https://www.thecityfactory.com/fabrique-de-la-cite/site/en/speeches/pages/amsterdam_open_data_policy.htm and for a film in which various insights are shared, see: https://www.thecityfactory.com/fabrique-de-la-cite/site/en/films/pages/nancy_urban_data_talks.htm, see the report in French at [https://www.thecityfactory.com/fabrique-de-la-cite/data.nsf/A389372696B875F2C1257F770058F2DA/\\$file/actes_nancy.pdf](https://www.thecityfactory.com/fabrique-de-la-cite/data.nsf/A389372696B875F2C1257F770058F2DA/$file/actes_nancy.pdf)

¹⁷ For the report, see: <https://www.digitaleoverheid.nl/beleid/internationaal/eu-voorzitterschap-2016/>
Conclusions Conference Digital and Open Government:
<https://www.digitaleoverheid.nl/document/conclusions-conference-digital-and-open-government/>

¹⁸ How Open Government and Innovation go hand in hand was made visible at the Innovation Fair in the 'Open Government for Innovation' stand on the basis of examples. The Storify compilation of Twitter messages gives an impression of the Innovation Fair and the UN Public Service Forum, see: <https://storify.com/OpenOverheidNL/open-government-for-innovation>

6. Conclusion, other initiatives and follow-up steps

A. Lessons learned

The development and implementation of the open government action plans is a process where we continuously learn from our own experiences, from IRM evaluations and from the experiences of the OGP and other countries. In this context, we must constantly take account of social and technological developments as well as political ambitions.

The experiences gained during the development and implementation of the second National Open Government Action Plan will be used as input for the development of the third action plan.

The most important lessons for us in the development of the second action plan were:

- Open government is a broad concept, and means different things to different people. It is important to be aware of this and take this into account in the consultation phase, during the selection of commitments, and when determining the action plan. Good communication is essential for this purpose.
- Aspects that need to be taken into account in the process from consultation to the formulation of concrete commitments include:
 - Not everyone who is enthusiastic about open government ultimately wants to become an action owner.
 - To secure the involvement, contributions and cooperation of organizations and interested parties, the process must be clearly communicated from the outset. In addition, feedback must be provided on the takeaways, outcomes, benefits, follow-up steps, etc. during the development of the action plan.
 - Experience shows that whilst there is enthusiasm and support for open government among individuals and organizations both in and outside government, only a few of these parties focus on all aspects of open government in the broad sense. So the challenge is to continue seeking connections with the actions and initiatives that are being undertaken in relation to specific subjects and pillars of the programme.
 - Securing the participation of many organizations and interested parties is important to build involvement, create mutual inspiration and generate ideas. Converting this involvement and creativity into SMART commitments and nominating action owners is a next step. It would seem wise to start from a broad perspective and then to narrow and filter things down in steps in order to arrive at a concrete, workable and broad-based action plan. In this way, participation and co-creation can be shaped in a different way in each phase. Narrowing down the input from the consultation process to suitable commitments is a complicated process, partly because some organizations (or types of organizations) have faster decision-making processes than others and partly because an commitment may also fall within other programmes whose timelines do not fit in with the open government action plan and the OGP requirements. This may cause proposed commitments to be rejected, for instance because they are not yet ripe for the action plan.

The most important lessons learned during the implementation of the action plan were:

- Implementation is an entirely different phase from the development of the action plan. The challenge is to keep the energy and momentum going during the implementation, to keep

sharing knowledge and experiences broadly and to continue emphasizing the communal and collaborative nature of the action plan. To achieve this, meetings for the action owners were organized, intensive use was made of the www.open-overheid.nl website, the LEOO provided support, a festival was held and knowledge-sharing meetings were organized.

- In view of the vital importance of open government, it is crucial to ensure that the values of open government and their application become firmly rooted within society. Broadening the ownership of the open government action plan by securing a greater diversity of action owners can contribute towards this. The next action plan can address this issue.
- To make the added value of open government more visible, the significance of the actions in the action plan must be linked more strongly to the resolution of societal issues. This, too, can be given more attention in the next action plan.

B. Other initiatives

Outside of the action plan, there are numerous other actions and initiatives in the field of open government. So numerous, in fact, that it is impossible to provide a complete overview. A small selection, however, will illustrate the many developments that are ongoing: the adoption of the Open Government (WOO) Bill by the House of Representatives in April 2016 (the bill is currently before the Senate), the publication of the agendas of members of the government, the entry into force of the House for Whistleblowers Act (*Wet Huis voor de klokkenluiders*), the Digital Cities Agenda and the PCMO (Suitable Contact with the Government) Programme.

In addition to the commitments of the action plan, activities are also being carried out in relation to comparable subjects. For instance, commitment 7 of the Ministry of Infrastructure and the Environment is a large-scale initiative aimed at the professionalization of civil servants' interactions with society. This same theme receives extensive attention within the joint training offerings of the ministries of Education, Culture and Science (OCW), Public Health, Welfare and Sport (VWS) and Social Affairs and Employment (SZW), while a joint learning and development partnership called "Leer- en Ontwikkelplein" also supports this more professional interaction with society in practice.

The numerous initiatives mentioned on the www.open-overheid.nl website (See: <http://www.open-overheid.nl/netwerk/netwerkkkaart/>) provide an illustration of the intensive open government activity in the Netherlands.

C. Follow-up steps

Based partly on this self-assessment, a report will be made to Parliament about the progress of the open government action plan in autumn 2017.

In the autumn of 2017 we will start with the development of the third National Open Government Action Plan. In this process, we will learn from the experiences gained from the previous action plans and the lessons from the self-assessments and the evaluations of the IRM. In this connection, we will also make use of the many relevant instruments and information made available by the OGP, both via the OGP website and via the international network.

In the autumn of 2017, the Ministry of the Interior and Kingdom Relations will also host the international conference entitled 'Using Open Government to Build Trust in High-Income Countries' of the OGP. The takeaways can then be used for, among other things, the preparation of the third National Open Government Action Plan.

Appendix

Commitment completion templates

for the commitments of the second

Dutch National Action Plan

Open Government

(January 2016 – June 2018)

Annex to the Dutch midterm self-assessment report

September 2017

Commitment Completion Template

1. National Open Data Agenda

1 January 2016 – June 2018

Lead implementing agency

Ministry of the Interior and Kingdom Relations

Other Actors Involved

Government Ministries,
Department/Agency

All other departments, municipalities, water boards and provinces

CSOs, private sector,
multilaterals, working
groups

Issue to be addressed

As an increasing number of public sector authorities place their data in the public domain, it is necessary to establish an appropriate structure for the databases and identify the requirements which they must meet. At the same time, civil society organizations have called on the government to accelerate the process of making its data available.

Main objective

Increase the availability of open datasets on data.overheid.nl.

Brief description of commitment

All Dutch ministries work active to increase the number and quality of available datasets. This commitment is carried out through the national open data agenda, the national policy framework.

Relevance

As an increasing number of public sector authorities place their data in the public domain, it is necessary to establish an appropriate structure for the databases and identify the requirements which they must meet. At the same time, civil society organizations have called on the government to accelerate the process of making its data available.¹⁹

¹⁹ 'Onze Overheid, Onze Informatie', the manifesto of the Social Coalition for Open Government, 2015.

Ambition	With this commitment, the Dutch government focuses on an increase of the amount of datasets and on the improvement of the quality of the metadata of datasets and the accessibility of data portal.			
Completion Level	Not Started	Limited	Substantial	Completed
			x	
Description of the results	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> The portal https://data.overheid.nl is fully accessible and its datasets are 'usable': <u>Results:</u> <ul style="list-style-type: none"> The data on the portal data.overheid.nl comply with the set standards: they do not fall under any of the exceptions or restrictions of the Dutch Freedom of Information Act (WOB) and they are free of charge, free of any third-party rights, accessible without registration whenever possible, computerizable, contain metadata, and are as complete and unprocessed as possible. The government-wide inventory of datasets is to be repeated and updated regularly: <u>Results:</u> <ul style="list-style-type: none"> In 2016 and 2017 the Ministry of the Interior and Kingdom Relations has carried out a government wide Open Data inventory. The results of this inventory have been published on data.overheid.nl and they have been sent to parliament. 97.9% of the links to reusable data are demonstrably correct. The Ministry of the Interior and Kingdom Relations will monitor progress in publishing datasets through the data.overheid.nl portal: <u>Results:</u> <ul style="list-style-type: none"> Public sector authorities are themselves responsible for the quality of the datasets they supply. Data managers have contacted data owners to offer their help in those cases when data sets did not meet the quality standards. The actual removing of data sets from the data portal is rare. The Ministry of the Interior and Kingdom Relations will assist other governments in <u>publishing data:</u> 			

	<p><u>Results:</u></p> <ul style="list-style-type: none"> • The Ministry of the Interior and Kingdom Relations has updated the manual for public sector authorities on the publishing of datasets. It is available online at: https://data.overheid.nl/handreiking-bij-openen-van-data and https://data.overheid.nl/over-open-data-0 • The Ministry of the Interior and Kingdom Relations has formed a team of data managers (2 fte) to monitor the publishing of datasets and to help public sector authorities make their datasets available through the data portal. This team is also available for questions concerning technique, licenses and the formatting of data. <p>5. The Ministry of the Interior and Kingdom Relations will offer assistance <u>registering, finding and re-using data:</u></p> <p><u>Results:</u></p> <ul style="list-style-type: none"> • Visitors of the data portal data.overheid.nl. can submit requests for the publishing of specific datasets by the government. The data portal contains all the information and statistics on these requests, see: https://data.overheid.nl/dataverzoeken/dashboard • An open data users group has been set up to assess the functioning of the portal. It met 4 times in 2016 and twice up mid 2017.
End Date	June 2018
Next Steps	<ul style="list-style-type: none"> • One issue that continues to require attention is the increase in the supply of datasets, notably the ‘high-value’ data. In this context, a list of municipal datasets was made with VNG (Association of Netherlands Municipalities)/KING. This list serves as a source of inspiration for municipalities and can help them unlock datasets with priority. This list can be found at data.overheid.nl. • Another key issue, alongside availability, is the improvement of the data quality. The aim is to increase the accessibility and usability of Open Data. The data hubs can play an important role in this respect. This will be explored in a pilot.
Additional information	
-	

Commitment Completion Template

2. Stuivering Open Data Award (SODA)

January 2016 – June 2018

Lead implementing agency

Ministry of Interior and Kingdom Relations

Other Actors Involved

Government Ministries,
Department/Agency

The Open Government Expertise Centre (LEOO), ICTU

CSOs, private sector,
multilaterals, working
groups

Issue to be addressed

The government will make as much data as possible freely available to the general public and the business community. If the data is in a form that permits simple re-use and processing, it becomes possible to develop useful new applications in areas such as education and healthcare, or to promote democracy and good governance. As an incentive to the development of new applications, products and services, the government is to introduce the 'Stuivering Open Data Award' (SODA), which will be presented to a public or private party who has used open data in an innovative manner to address current societal challenges. The award will encourage both the public and private sectors to learn from each other's experiences.

Main objective

To stimulate the re-use of open data.

Brief description of commitment

The SODA will stimulate the re-use of open data by an annual contest with an amount of 20.000 euro's. To promote and support the competition, a website is to be launched in 2016. It will highlight best practice examples of the re-use of open data.

Relevance	The government will make as much data as possible freely available to the general public and the business community. The public value of open data will increase when (social) entrepreneurs use it to develop new application and services in areas such as education and healthcare, or to promote democracy and good governance.			
Ambition	The development of new applications based on open data, in areas such as education, healthcare, or to promote democracy and good governance. The award will also encourage both the public and private sectors to learn from each other's experiences.			
Completion Level	Not Started	Limited	Substantial	Completed
			X	
Description of the results	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> An annual contest to promote the re-use of open data. The amount of €20.000 will be available every year for the winner. The SODA will be awarded up until 2020 (five times in total and twice during the duration of this action plan). <p><u>Results:</u> In 2016, the first SODA was handed over to winner Bleeve by the Minister of the Interior and Kingdom Relations, Ronald Plasterk²⁰. Bleeve is a startup with an internet supply-and-demand platform for home-based energy saving and production. They use multiple open data sources for this platform, especially their 'HomeScan',.</p> <ol style="list-style-type: none"> There will be an annual presentation ceremony. <p><u>Results:</u> The first award ceremony took place on December 12th 2016 in Utrecht during the Hoe Open? (How Open?) Festival at Tivoli Vredenburg. Approximately 400 people visited this festival on open government and open data. Alongside SODA workshops on open data and ethics, there were open data and societal challenges and presentations of the finalist.</p> <ol style="list-style-type: none"> To promote and support the competition, a website is to be launched in 2016. It will highlight best practice examples of the re-use of open data. All entries that meet the competition requirements will be shown on the website 			

²⁰ <https://www.opendata-award.nl/actueel/nieuws/2016/12/11/xxxxx-wint-eerste-stuiveling-open-data-award>

	<p>(the competition requirements are available online). And the finalists and winner will be showcased more elaborately.</p> <p><u>Results:</u> www.soda2016.nl was launched in 2016. Via this website, participants were able to send in their applications. The website also provides more detailed information on the seven finalists and the winner.²¹ All qualifying applicants are shown in one document to visualize the possibilities and potential of open data.²² Also, a short video of all applications was made to give a quick view of what open data is used for²³. Winner Bleeve gave a short 5-minute interview on camera in June 2017²⁴. Prince Constantijn van Oranje was also interviewed. The resulting video is used to promote open data²⁵. Several news items were shared on the website as well.</p>
<p>End Date</p>	<p>June 2018</p>
<p>Next Steps</p>	<p>This year's contest will be supported by www.soda2017.nl. Participants can send in their applications until September 15th 2017. On November 16th, the second SODA will be handed out during the ECP year event in The Hague. The SODA will be awarded 5 times in total.</p>
<p>Additional information</p>	
<p>-</p>	

²¹ <https://www.opendata-award.nl/inzendingen>

²² <https://www.opendata-award.nl/inzendingen/documenten/publicaties/2016/12/02/inzendingen-soda2016>

²³ <https://vimeo.com/195083968>

²⁴ <https://www.opendata-award.nl/actueel/nieuws/2017/juli-2017/6-juli/interview-winnaar-soda2016>

²⁵ <https://www.opendata-award.nl/actueel/nieuws/2017/juni-2017/29-juni-2017/constantijn-van-oranje-over-open-data>

Commitment Completion Template

3. ROUTE-TO-PA: Re-use of open data

1 January 2016 - June 2018

Lead implementing agency

Utrecht University

Other Actors Involved

Government Ministries,
Department/Agency

The Province of Groningen, the municipality of Utrecht, the Ministry of the Interior and Kingdom Relations

CSOs, private sector,
multilaterals, working
groups

Wise & Munro (Netherlands), the City of The Hague, the University of Salerno, Ancitel, Comune di Prato (Italy), National de la Recherche Scientifique (France), National University of Ireland, Galway, Dublin City Council, Dublinked (Eire), Warsaw School of Economics (Poland), Ortelio Ltd and the Open Knowledge Foundation (UK)

Issue to be addressed

ROUTE-TO-PA, Raising Open and User-friendly Transparency-Enabling Technologies for Public Administration Project, is a multidisciplinary innovation project, that, by combining expertise and research in the fields of e-government, computer science, learning science and economy, is aiming at improving the impact, towards citizens and within society, of ICT-based technology platforms for transparency. In the pilot of Groningen, the University Utrecht explores with the Province of Groningen and other stakeholders the ways in which open data can help to address and resolve social issues.

Main objective

The re-use of open data to resolve issues relating to societal issues.

Brief description of commitment

The university of Utrecht has joined the province of Groningen and other stakeholders in the public and private sectors, civil society organizations and individuals, to explore ways in which open data can help to address and resolve social issues. The project is part of a three-year European Horizon 2020 innovation project entitled ROUTE-TO-PA, in which the social

	and societal impact of open data is to be assessed. The key objective of the project is to promote the re-use of open data using new IT applications. This will not only make government more transparent but will create new opportunities to resolve societal issues based on the use of open data.			
Relevance	The government has an obligation to make as much data as possible freely available to the general public and the business community. If the data is in a form that permits simple re-use and processing, it becomes possible to develop useful new applications. The Groningen project is part of a three-year European research programme entitled Raising Open and User-friendly Transparency-Enabling Technologies for Public Administration Project (ROUTE-TO-PA), in which the social and societal impact of open data is to be assessed. The key objective of the project is to promote the re-use of open data using new IT applications. This will not only make government more transparent but will create new opportunities to resolve societal issues based on the use of open data.			
Ambition	To create new opportunities to resolve societal issues based on the use of open data.			
Completion Level	Not Started	Limited	Substantial	Completed
			x	
Description of the results	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> 1. Social platform for open data (SPOD) which facilitates interaction between government and the users of open data with regard to one or more societal issues. <p><u>Results:</u> SPOD is currently in an advanced stage and was used by a community of 23 users in Groningen during an Open Data Challenge. The Challenge resulted in 69 recommendations for the further development of SPOD and the Transparency Enhancing Toolset (TET, see under 2, as well as two reports written by students who participated in the project. The reports were created in SPOD and contained solutions for two societal issues (health care and the circular economy) based on open data. The reports were sent to the head of the policy department responsible for Population Decline to show the value of open data for the organization and citizens.</p>			

	<p>2. The development of a Transparency Enhancing Toolset (TET) for government and open data users to accompany the social platform.</p> <p>3. <u>Results:</u> TET is currently in a reasonably advanced stage and has been used by a few users in Groningen. One of the reasons for the limited use was the lack of high-quality datasets. In addition, a TET-usability study was conducted by 10 students which resulted in suggestions for the further development of the tool.</p> <p>4. Formulating guidelines and good practices (GUIDE) on the basis of the project results to ensure more effective use of open data in addressing various societal challenges.</p> <p><u>Results:</u> GUIDE is based on the lessons learned by the pilots in the different countries. GUIDE will therefore be developed in the last year of the project.</p>
End Date	June 2018
Next Steps	<p>a) Utrecht University will collaborate with the city of Utrecht and organize a data expedition centring on important societal issues for citizens in Utrecht and public administrators. Public administrators, citizens and students will work together to find solutions for societal issues based on open government data, using the ROUTE-TO-PA tools (SPOD and TET).</p> <p>b) Objectives and success criteria will be formulated for the data expedition, and the degree of success will be measured based on a questionnaire developed by different partners of the ROUTE-TO-PA team.</p> <p>c) The participants of the data expedition will also provide feedback for the further development of SPOD and TET.</p> <p>d) Finally, the lessons learned in Groningen and in the city of Utrecht will be used as input for GUIDE.</p>
Additional information	
-	

Commitment Completion Template

4. Active publication of information

January 2016 – June 2018

Lead implementing agency

Ministry of Interior and Kingdom Relations

Other Actors Involved

Government Ministries,
Department/Agency

All other ministries and executive

CSOs, private sector,
multilaterals, working
groups

Issue to be addressed

Although Dutch law provides requirements on open access to public information, in practice the scope of public information available is still limited. This commitment aimed to speed up the process of open access to government information.

Main objective

Active publication of information

Brief description of commitment

Two pilot projects on open access of research publication opportunities have been started in the first Dutch action plan. Under the current action plan, the pilot projects commenced under its predecessor are to be continued and expanded to other ministries, as requested by various civil society organizations.²⁶ Activities to date have shown that there is no standard approach with regard to the publication of feasibility assessments. Not all are made public; those that are appear in various forms and through various channels. Accordingly, efforts will now focus on creating greater uniformity.

²⁶ Onze Overheid, Onze Informatie, September 2015.

<p>Relevance</p>	<p>Although Dutch law provides clear requirements on open access to public information, in practice the scope of public information available is still limited. This commitment aimed to speed up the process of open access to government information. The general purpose is to enable citizens to be better informed about what happens in government and to help public servants make better use of each other's information. This commitment sought to align Dutch practice on open access with the European Directive on Public Information 2013/37/EU, that came into power in July 2015 with the Re-use of Information Act.</p>			
<p>Ambition</p>	<p>To expand the pilots of research publication and feasibility assessments to all departments. Eventually, we will work towards a system which may be described as 'open by design', in which full publication of information is regarded as the norm.</p>			
<p>Completion Level</p>	<p>Not Started</p>	<p>Limited</p>	<p>Substantial</p>	<p>Completed</p>
			<p>X</p>	
<p>Description of the results</p>	<p><u>Milestones:</u></p> <p>Active publication of research reports:</p> <ol style="list-style-type: none"> 1. The Ministry of Foreign Affairs, the Ministry of Finance and the Ministry of Health, Welfare and Sport are to join the pilot projects currently being undertaken by Ministry of the Interior and Kingdom Relations, and the Ministry of Education, Culture and Science. They will make their research reports available online (at www.rijksoverheid.nl), except where legitimate grounds for exemption exist. The research reports are made available online within four weeks of the report being finalized, except when more time is required for reasons of accuracy. This can be the case when the research report has to be accompanied by a policy reaction, when internal or external coordination or contra-expertise is required, when the publication of the report coincides with a certain activity or event, if the research report forms part of a series, or when a 			

commitment has been made to the House of Representatives to send parliament the research report together with other documents.

Results: milestone completed, pilots have been held.

2. The results of these pilots are to be assessed by or on behalf of the Ministry of the Interior and Kingdom Relations. The House of Representatives will be informed of the findings during the latter half of 2016.

Results: milestone completed, see the letter to parliament of November 2016.²⁷

3. The extended pilot projects will form the basis for active publication of reports, and for the government-wide implementation of the approach thus developed.

Results: milestone completed, there is agreement between departments on how and when research reports should be actively published.

4. On the basis of the pilots, a manual will be made available to assist other departments with the development and implementation of the new work process.

Results: milestone completed, the manual is available for participating departments.

5. The Ministry of the Interior and Kingdom Relations will support the government-wide implementation of the new method of working by:

- a. organizing four knowledge sessions (in 2017);
- b. developing and making available communication tools such as posters and banners;
- c. and by evaluating the government-wide active publication of research projects.

Results: In spring 2017, 2 knowledge meetings took place about the publication of research reports. The means of communication were delivered on 25 April 2017. The evaluation will be carried out in autumn 2017.

²⁷ <https://www.rijksoverheid.nl/documenten/kamerstukken/2016/11/21/kamerbrief-over-voortgang-actieve-openbaarmaking-van-onderzoeksrapporten>

	<p>Feasibility assessments:</p> <p>6. A further investigation of opportunities to publish feasibility assessments will be conducted in 2016. The House of Representatives will be informed about the outcomes in January 2017 (in a letter of the government to parliament on the transparency of the legislative process).</p> <p><u>Results:</u> Parliamentary Letter sent in February 2017²⁸. This sets out a government-wide arrangement for the active publication of the feasibility assessments: in future, reports and other source documents containing information about the feasibility of a legislative bill will be posted on the digital legislative calendar. This digital calendar is accessible to everyone. The arrangement relates to relevant documents of national government departments as well as external parties that are suitable for publication and are used for making feasibility assessments and to which reference is made in the explanatory memorandum.</p> <p>7. Based on the results of this investigation, a standard procedure for the active publication of feasibility assessments will be developed under the responsibility of the Ministry of the Interior and Kingdom Relations and the Ministry of Security and Justice (V&J). In addition, the government's online legislative calendar (https://wetgevingskalender.overheid.nl/) will be improved, so that for each legislative file all relevant documents are accessible.</p> <p><u>Results:</u> The standard approach is described in the Parliamentary Letter. Improvements will be made to the legislative calendar in autumn 2017.</p>
<p>End Date</p>	<p>Nr. 1 March 31st 2016 (pilots), Nr. 2, 3 en 4: December 31st 2016, Nr.5:a) December 31st 2017, b) July 31st 2017 and c) February 1st 2018</p>

²⁸ <https://www.rijksoverheid.nl/documenten/kamerstukken/2017/02/24/tk-transparantie-van-het-wetgevingsproces>

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	<p>Nr. 6: January 2017</p> <p>Nr. 7: June 2018</p>
<p>Next Steps</p>	<ul style="list-style-type: none"> • Completion of commitment 5c: the evaluation of the government-wide active publication of the research reports. The approach can be improved on the basis of the findings, if necessary. • Completion of commitment 7: improvement of the legislative calendar. • Evaluation of the approach to the publication of the feasibility assessments. How does this arrangement work in practice and how much extra information is actively made public? Planned for first half of 2018.
<p>Additional information</p>	
<p>-</p>	

Commitment Completion Template

5. Open about finances: detailed open spending data

1 January 2016 – June 2018

Lead implementing agency

Open State Foundation

Other Actors Involved

Government Ministries,
Department/Agency

Provincial authorities, water management authorities, local authorities, the Ministry of the Interior and Kingdom Relations.

CSOs, private sector,
multilaterals, working
groups

The Interprovincial Consultative Committee (IPO), the Federation of Water Management Authorities (UVW) and the Association of Netherlands Municipalities (VNG).

Issue to be addressed

Open spending financial reports of all Dutch decentral governments are available on an aggregated level. To give more insight in income and expenditure, the Open State Foundation has been working to release more detailed information. This was a specific request from users (e.g. representatives, civil servants, citizens and journalists). The first detailed reports have been released but more governments need to join in order to become a standard and effective.

Main objective

More detailed financial transparency on the local level.

Brief description of commitment

The Open State Foundation will contact and help governments to release their detailed financial information on Openspending.nl and will expand functionality and improve user experience of the website to better suit users.

<p>Relevance</p>	<p>Open spending increases access to information because vital financial information is released as open data for the first time. This improves public accountability and participation because users know how money is spent in their government and they can participate and better use the right to challenge. Furthermore open spending pioneers can re-use the financial open data to develop a broad array of apps and tools.</p>			
<p>Ambition</p>	<p>By releasing more detailed financial information Open Spending Detail Data becomes the new standard for financial transparency. There are some early adopters. The more decentral governments adopt Open Spending Detail Data, the more normal it will seem for other governments. This helps to rapidly improve the number of participants. Thus improving government transparency as a whole and improving accountability, participation and re-use of the data.</p>			
<p>Completion Level</p>	<p>Not Started</p>	<p>Limited</p>	<p>Substantial</p>	<p>Completed</p>
<p>Description of the results</p>			<p>X</p>	
<p>Description of the results</p>	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> 1. A handbook, an instruction video and a promotion video on ‘detailed open spending data for governments’, based on the results achieved in 2016. The handbook will be sent to participating municipalities. <p><u>Results:</u> Milestone completed. The videos are available online on the websites http://openspending.nl/ and www.open-overheid.nl.</p> <ol style="list-style-type: none"> 2. Three thematic pilots with local governments, to add context to the detailed open spending data. The themes of the pilots are ‘context’, ‘locations’, and ‘layout view’. These themes were selected on the basis of a needs assessment put forward to municipalities. The pilots will also work towards the standardization of detailed data, so that local governments will be able to make their detailed open spending data available uniformly. A minimum of three local governments will participate in the pilots. The pilots will be evaluated in a final report. This report will also describe how more local governments can adopt these quality improvements. The results of the pilots will also be published on the website: http://www.openspending.nl/. 			

	<p><i>Milestones:</i> the three pilots, the evaluation report of the pilots and the publication of the results of the pilots on the website. Duration: January 2017 – June 2018.²⁹</p> <p><u>Results:</u> the three pilots have been designed and preparations have started to find participating municipalities.</p> <p>3. Two national workshops on ‘Open Spending Data’ are to be held (one in 2016 and one 2017).</p> <p><u>Results:</u> first workshop held in December 2016 at the Hoe Open? (How Open?) Festival.</p>
<p>End Date</p>	<p>Nr. 1: December 2016, Nr.2: June 2018, Nr.3: December 2016 and December 2017</p>
<p>Next Steps</p>	<ul style="list-style-type: none"> • Connect three local governments to the three thematic pilots and record mutual commitments. • Make technical preparations for supporting programme budgets, locations and explanations within the infrastructure (website and API) of Open Spending. • These steps lead to an evaluation which contributes to further upscaling. • National Open Spending Data workshop to be held in the second half of 2017
<p>Additional information</p>	
<p>-</p>	

²⁹ This milestone was added to the Action Plan in May 2017, because two of the previous milestones (the participation of 75 decentral authorities in 2016 and 150 decentral authorities in 2017 in the Detailed Open Spending Data project) turned out not to be feasible. Practice has shown that what is needed first, is to gain experience on a smaller scale with improving the quality and the scale-up potential of the detailed data made available by local governments. The pilots should result in relevant experience gained, which will then be used to reach as many local governments as possible.

Commitment Completion Template

6. Open local authority decision-making

1 January 2016 – June 2018

Lead implementing agency

Association of Netherlands Municipalities (VNG)

Other Actors Involved

Government Ministries,
Department/Agency

Various local authorities and the Ministry of the Interior and Kingdom Relations

CSOs, private sector,
multilaterals, working
groups

Open State Foundation, 'Vereniging van Griffiers' (the Dutch association for municipal registrars)

Issue to be addressed

Much of the 'council information' currently available to the general public and their elected representatives is unstructured and not in an open, machine-readable format. The information on which decisions have been, or are to be, based is difficult to find. Moreover, it is not possible to compare information produced by different local authorities, even when relating to the same topic.

Main objective

Enhancing access to information on which local authorities base their decisions.

Brief description of commitment

The Ministry of the Interior and Kingdom Relations and the Association of Netherlands Municipalities (VNG) have commissioned the Open State Foundation before to run a pilot project in which five local authorities will produce and publish information in a standardized, machine-readable format (as open data). This pilot project will create a basis for the publication of such data nationwide. The VNG has announced the attention of rolling out the project to all municipalities as part of its Digital Agenda 2020 programme.

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	<p>If the information on which local authorities base their decisions is made available as open data, it will become possible for members of the public, elected representatives and journalists to follow the decision-making process more closely. They will also have greater influence and input. The open data will also allow the development of further innovative applications and products, such as visualizations, websites and apps. Elected representatives will have new tools to assist them in fulfilling their responsibilities, and this will strengthen interaction with their constituents.</p>			
<p>Relevance</p>	<p>If the information on which local authorities base their decisions is made available as open data, it will become possible for members of the public, elected representatives and journalists to follow the decision-making process more closely. They will also have greater influence and input. The open data will also allow the development of further innovative applications and products, such as visualizations, websites and apps. Elected representatives will have new tools to assist them in fulfilling their responsibilities, and this will strengthen interaction with their constituents.</p>			
<p>Ambition</p>	<p>Development of a standard for the publication of information on which local authorities base their decisions as open data, in a form which is reliable, reusable and permits ready comparison. Then all local authorities are supported to adopt this standard by the end of June 2018, whereupon all information currently available in an unstructured form will have been converted to the new, uniform standard and published as open data.</p>			
<p>Completion Level</p>	<p>Not Started</p>	<p>Limited</p>	<p>Substantial</p>	<p>Completed</p>
			<p>X</p>	

<p>Description of the results</p>	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> 1. Development and adoption of a standard for the publication of information as open data, in a form which is reliable, reusable and permits ready comparison.³⁰ The first version of this standard will be decided upon in 2017, in consultation with suppliers. 2. The standard will have been implemented by all Dutch municipalities by June 30th 2018. The data will be made available as open data once the municipality has given its consent to the supplier. This will allow municipalities to make their open data – currently available in an unstructured form – available as open data according to the new uniform and integrated standard.³¹ <p><u>Results 1 and 2:</u></p> <ul style="list-style-type: none"> • A draft standard has now been discussed with suppliers of municipal council information. This must be completed and adopted. Data suppliers can then proceed with the implementation.
<p>End Date</p>	<p>June 2018</p>
<p>Next Steps</p>	<ul style="list-style-type: none"> • Involving stakeholders: Municipal registrars, councillors and reusers are important stakeholders of open municipal council information. Their involvement must be secured to facilitate further progress on this objective. • Promote reuse: Municipal council elections are to be held in the Netherlands in March 2018. In the run-up to these elections, we want to further encourage reuse by increasing the number of participating municipalities and commissioning the development of an app with the data.

³⁰ Reliable: this means that the open data only contains council information which is public (therefore no classified documents) and that the open council information is complete (containing all public council information).

Reusable: data are reusable when they have been made available as open data through an API, Application Programming Interface (4 stars in the open data model by Tim Berners-Lee), in an easy-to-use file format (such as JSON) and when the data are standardized so that a re-user does not need made-to-measure solutions for every municipality.

Permits ready comparison: The semantics of the council information should be the same. A council proposal is called ‘council proposal’ everywhere, not ‘proposal’ or ‘letter by the council’. Furthermore, you agree upon how to call metadata fields, such as date notation and authors etc. This allows the data of 388 different municipalities to be comparable.

³¹ Uniform: this is the same as ‘Permits ready comparison’, see above.

Integrated: all council information (irrespective of municipality and supplier) is accessible through a central database (API).

Additional information

The suppliers actively contribute towards the development of the standard and there is broad support for standardization. This will enable us to rapidly continue the further development and implementation of the standard in the coming months.

Commitment Completion Template

7. The public officer as professional within the civil society

January 2016 – June 2018

Lead implementing agency

Ministry of Infrastructure and the Environment

Other Actors Involved

Government Ministries,
Department/Agency

The Ministry of Interior and Kingdom relations

CSOs, private sector,
multilaterals, working
groups

The civil society

Issue to be addressed

If there is to be good and effective dialogue, it is essential that the government is open to civil society initiatives. It must actively involve citizens in the development and implementation of policy, and must work alongside the social partners. This is not always the case in policymaking. The civil society partners have called for greater investment in the public sector staff, and specifically in the development of the skills they need to interact effectively with today's network society. It is a question of further professionalization.

Main objective

Professionalizing public officers to interact with the civil society.

Brief description of commitment

The Ministry of Infrastructure and the Environment has already done much to involve citizens and civil society partners. It continues to pursue the ambitions set out in the former action plan and is devoting considerable attention to developing the skills of staff and managers. All activities focus on the attitudes and behaviour needed to perform effectively within today's network society. The Ministry of Infrastructure and the Environment serves as an inspiring role model for other

	government departments in that it is demonstrating a highly effective form of interaction and cooperation.			
Relevance	If there is to be good and effective dialogue, it is essential that the government is open to civil society initiatives. It must actively involve citizens in the development and implementation of policy, and must work alongside the social partners. After all, the government is part of today's networking society. It is no longer 'in charge' but a partner in the performance of the public tasks. The government is expected to 'work and learn alongside the people' ⁴ . The civil society partners have called for greater investment in the public sector staff, and specifically in the development of the skills they need to interact effectively with today's network society. It is a question of further professionalization.			
Ambition	To make government more open to public dialogue and civil society initiatives.			
Completion Level	Not Started	Limited	Substantial	Completed
			x	
Description of the results	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> Professionalization course "The Art of Connecting": In 2018, all policy staff within the Ministry of Infrastructure and the Environment will have attended a professionalization course of 2,5 days, and will be familiar with what the Netherlands School of Public Administration (NSOB) identifies as the four roles of government.³² In the course the participants will practice and experiment with these four different roles. This will allow them to engage better with participating citizens in the 'energetic society'. <p><u>Results:</u> In June 2017, 6 of the 11 tranches (groups) of policy officers took part in the brainstorming workshops ('werkateliers'). The last tranche will be completed in the summer of 2018.</p> <ol style="list-style-type: none"> Work processes: By the end of 2017, all work processes will have been adapted where necessary to allow staff every 			

³² The NSOB identifies four roles of government: the lawful government, the performing government, the networking government and the responsive, participatory government.
<http://www.pbl.nl/sites/default/files/cms/publicaties/pbl-2015-nsob-learning-by-doing-government-participation-in-an-energetic-society.pdf>

opportunity to perform effectively as 'networking officials'.

Results: In the 2nd half of 2017, work will start on the 10-15 policy dossiers (see also point 3). A survey will be conducted among directors and MT/members to identify the policy dossiers where more attention is required for networking. Based on the findings, the experiences from the 1st 10/15 policy dossiers will then be used for the targeted promotion of a networking-based approach in all relevant policy dossiers.

- 3. Strengthening Professional Skills Approach:** the professionalization course (1st milestone) and adapting work processes (2nd milestone) are not sufficient to achieve a change of culture. Therefore, in 2017 the Strengthening Professional Skills Approach will start. Different activities will be organized; the approach will last several years. The activities are all geared towards employing the different roles of the networking professional in his or her everyday work. Examples of activities are: organizing reflection on work, compiling a 'body of knowledge' and setting up a network of 'accelerators'. In addition, 10-15 policy dossiers will be followed before the end of June 2018, in order to understand what being a networking professional entails in practice. For these policy dossiers a learning process will be set up that must lead to tangible results.

Results: The "Strengthening Professional Skills Approach" has been underway since early 2017. The approach was laid down and the first policy dossiers, including NOVI, Water Coalition, Approach to tackling High-Speed Railway Line noise, Optimising Use n and MIRT, have been taken in hand.

- 4. Communities of Practice:** staff who have followed the professionalization course "The Art of Connecting", will come together in a peer review setting and, based on actual case studies, exchange experiences of acting in the different roles. In 2016 and 2017 (at least) 2 community of practice will be organized for managers.

Results: In 2016-2017, 2 Communities of Practice were organized. The plan is to organize 1 more in the year 2017-2018. In addition, a light version has been developed under

the name COMEX (Community of Experience) which was organized twice in 2017 and is expected to be continued as a formula. The Strengthening Professional Skills Approach encourages and promotes peer reviews. One learning process, for instance, has already been started up with the Infrastructure and Environment-wide Project Bureau.

5. **Management professionalization:** by the end of 2017, all managers within the Ministry of Infrastructure and the Environment will have received training in interaction with their networking staff. The managers also participate in the professionalization courses. In addition, extra meetings will be organized specifically for managers before and after the professionalization courses.

Results: The managers involved (including MT members, directors and DGs) take part in the brainstorming workshops ('werkateliers') with their employees. By way of preparation, each tranche is preceded by a meeting for the managers involved. In addition, this subject will in the first instance be put on the agenda of existing management and director conferences. In the past, for instance, attention was devoted to this subject in a director conference. If these conferences show a need for further separate management meetings, these will be organized (always together with several managers).

6. The Ministry of the Interior and Kingdom Relations is currently formulating ambitions for the public sector as a whole. The result of the activities at the Ministry of Infrastructure and the Environment will provide further input. For instance by jointly organizing sessions on the topic. And by contributing actively to the interdepartmental working group 'interactive policy making'.

Results: On 12 December 2016, an "Energetic Civil Servant" workshop was given during the Doe Open! (Act Open!) Festival, and another workshop was given on 10 May 2017 together with the Ministry of the Interior and Kingdom Relations. Both were aimed at the entire public sector. In addition, there were lots of contacts between civil servants; for instance, in the interactive policy working group, where cases were also actively put forward.

Mid-Term Self-Assessment Report of the Dutch Open Government Action Plan
January 2016 – June 2018

End Date	June 2018
Next Steps	See above, these are combined with the texts for each result
Additional information	
-	

Commitment Completion Template

8. Informal approach to freedom of information requests

January 2016 – June 2018

Lead implementing agency

Ministry of the Interior and Kingdom Relations

Other Actors Involved

Government Ministries,
Department/Agency

Ministry of the Interior and Kingdom Relations and various local authorities

CSOs, private sector,
multilaterals, working
groups

The Open Government Expertise Centre (LEOO)

Issue to be addressed

The Dutch Freedom of Information Act (Wet Openbaarheid van Bestuur) entitles a 'stakeholder' (usually a member of the public) to submit an application requesting a public sector authority to give information. In many instances, a request for information leads to unnecessary bureaucracy and can seriously strain the relationship between the applicant and the government department concerned. Both the private sector (citizens and businesses) and government spend millions in hours and euro's every year on complaint, objection and appeal procedures against government decisions. Of the total amount of administrative burdens (red tape) for citizens in the Netherlands 11% is caused by complaint, objection and appeal procedures. The costs of these complaint handling and conflict resolution procedures and the dissatisfaction with them have only increased over the last couple of years. In addition, formalistic and legalistic (written) complaint, objection and appeal procedures have been selected by the Dutch citizens as one of the top ten most pressing bottlenecks in government services.

Mid-Term Self-Assessment Report of the Dutch Open Government Action Plan
January 2016 – June 2018

Main objective	To stimulate an informal approach by civil servants when it handling information requests.			
Brief description of commitment	<p>The Ministry of the Interior and Kingdom Relations stimulates and supports an informal pro-active approach for all government organizations.</p> <p>The centerpiece of this approach is to train civil servants in the use of communication and mediation techniques to respond quickly and informally to citizen contacts, complaints, objections and appeals using an interest-based problem-solving approach. The goal is to enhance public service delivery by making informed decisions together with the concerned citizens which procedure or approach best suits the matter at hand. Fundamentally, this means that there is a choice to be made for the way a certain conflict is handled: the formal, more traditional and legalistic approach or the informal and pro-active approach.</p>			
Relevance	The informal approach provides an alternative for the traditional conflict resolution procedures. This informal approach has led to a reduction in the number of objections that resulted in a formal decision and in an increase in the number of objections that resulted in an agreement between the parties in the conflict.			
Ambition	The informal approach project provides a fundamental change for complaint handling and conflict resolution in public administration. From a traditional, formal, judicial, procedural and written approach the Ministry of the Interior and Kingdom Relations initiates, stimulates and supports an informal approach model for all government organizations.			
Completion Level	Not Started	Limited	Substantial	Completed
			x	

<p>Description of the results</p>	<p><u>Milestones:</u></p> <ol style="list-style-type: none"> 1. A handbook setting out the informal approach, listing interventions, process optimizations and best practices. <p><u>Results:</u> input for the handbook was obtained through interviews and several meetings. The handbook is expected to be delivered before autumn 2017.</p> <ol style="list-style-type: none"> 2. Assistance to public sector authorities in adopting the informal approach, to be provided by or through the Open Government Expertise Centre and the 'Pleasant Contact with the Government' programme, by means of a pilot in one organization and at least 4 workshops for public sector authorities. <p><u>Results:</u></p> <p>A pioneer programme was carried out at the national police force. The pilot consisted of an investigation into the bottlenecks in the existing work processes. In addition, support was provided with the development of the required communicative skills by means of two rounds of four workshops at the national lawyer days of the national police force.</p> <ol style="list-style-type: none"> 3. Monitoring, analysis and reporting with a view to further increasing the effectiveness of the informal approach. A report on the informal approach will be sent to the House of Representatives. <p><u>Results:</u> The assessment of the results achieved so far has been completed. This report will be sent to the House of Representatives in autumn 2017.</p>
<p>End Date</p>	<p>June 2018</p>
<p>Next Steps</p>	<ul style="list-style-type: none"> • Publication of handbook • Several more meetings will be held in the autumn, focusing on the informal approach to Freedom of Information (WOB) requests: during the national PCMO congress on 28 September 2017 and the two-day municipal lawyers conference ("VNG-juridische tweedaagse") on 6 and 7 November 2017.

Mid-Term Self-Assessment Report of the Dutch Open Government Action Plan
January 2016 – June 2018

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| | <ul style="list-style-type: none">• The progress report will be sent to the House of Representatives in autumn 2017.• In autumn 2017 and the first half of 2018, attention will be devoted to the national application of the handbook in practice. |
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Additional information	
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Lessons learned so far are that this requires a culture change, which entails a process demanding a lot of attention and support during a prolonged period of time.

Commitment Completion Template

9. Support to other public sector organizations: the Open Government Expertise Centre (LEOO)

January 2016 – December 2017

Lead implementing agency

Ministry of the Interior and Kingdom Relations

Other Actors Involved

Government Ministries,
Department/Agency

All ministries, provincial and local authorities

CSOs, private sector,
multilaterals, working
groups

The Open Government Expertise Centre (LEOO), ICTU

Issue to be addressed

Governments at all levels have questions and issues relating to open government and how to implement more transparency and accountability in their organization. The Leer- en Expertisepunt Open Overheid (Open Government Expertise Centre; LEOO) identifies relevant issues in the field of open government and assists public sector organizations to deal with these issues.

Main objective

Supporting lead agencies in the action plan and other public sector organizations with the implementation of more transparency and accountability in their organization.

Brief description of commitment

LEOO collates and disseminates relevant knowledge and (co-)organizes various meetings about Open Government. Through LEOO, the Ministry of the Interior and Kingdom Relations wishes to strengthen the position of all public sector organizations as they implement policy and legislation. LEOO will provide support based on three distinct functions: knowledge broker, advisor and a platform which helps to

	increase the visibility of Open Government activities.			
Relevance	<p>Many public sector organizations deal with the same issues and problems when it comes to open government, so sharing and creating knowledge is an essential part in the movement towards an open government.</p> <p>LEOO will provide support based on three distinct functions: knowledge broker, facilitator and a platform which helps to increase the visibility of Open Government activities.</p>			
Ambition	To support all governments with the implementation of more accountability and openness in their organization.			
Completion Level	Not Started	Limited	Substantial	Completed
			X	
Description of the results	<p><u>Milestones:</u></p> <p>1. 10 (2016) and 6 (2017) further knowledge instruments, such as a factsheet about the new Reuse of Government Information Act 2015 ('Wet Hergebruik van Overheidsinformatie') and an Open Government Self-Scan, to be developed in association with local authorities and civil society partners. All knowledge instruments developed by LEEO are based on the insights LEEO acquires from its meetings with different organizations and people. All knowledge instruments are published on the website www.open-overheid.nl/</p> <p><u>Results:</u> In 2016, 10 knowledge instruments were published on www.open-overheid.nl. In 2017, 4 knowledge instruments have been published so far (25-07-2017):</p> <p>2016</p> <ol style="list-style-type: none"> 1. 5 tips for communication professionals 2. Workshop Tool 'Verder met Open Overheid!' (Going Further with Open Government!) 3. Boekje Open Over Geld (Opening a Book on Money) 4. Tutorial: Detailed Open Spending Data 5. Openness and Transparency Quick Scan 6. Ten tips for Right to Challenge 7. Video 'Right to Challenge in the Netherlands' 8. Open Government Factsheet 9. Publication of list of open data applications, with applied 			

[data and added value](#)

[10. Open Data and Government in election programmes](#)

2017

1. [‘How to’ about matching open data supply and demand](#)
2. [8 starting points for Open Data](#)
3. [Open cooperation with a start-up, why and what are the opportunities?](#)
4. [Reader ‘Open Government in practice; natural gas-free neighbourhoods’](#) in cooperation with Kennisland

2. 40 meetings (20 in 2016 and 20 in 2017) to include one major conference attended by at least four hundred delegates (at which the Stuiveling Open Data Award is presented in 2016), an Open Government annual even (in 2017) and meetings for all lead implementing agencies of the national action plan (1 in 2016 and 2 in 2017).

Results:

2016

The Hoe Open? (How Open?) Festival was organized on 12 December 2016 in Tivoli Vredenburg by the LEOO with support and input from various stakeholders. The Stuiveling Open Data Award was presented during this event.

On 3 February 2016 a meeting was held to kick off the implementation of the action plan (report: <http://www.open-overheid.nl/open-overheid/5922/>). The first meeting for action owners within the Open Government Action Plan was held on 7 June (report: <http://www.open-overheid.nl/open-overheid/open-overheid-moet-echt-in-de-vingers-gaan-zitten/>).

2017

The second action owners meeting was held at the Ministry of the Interior and Kingdom Relations on 11 April 2017 (report: <http://www.open-overheid.nl/open-overheid/actiehouderbijeenkomst-actieplan-open-overheid/>).

In addition, many meetings were held in 2016 and 2017 (many more than the envisaged numbers). Here are some examples of the meetings:

2016

- As a knowledge broker, we gave various workshops, such as during the Open Government kick-off meeting ([startbijeenkomst](#)), the IenM [big data festival](#) (Ministry of Infrastructure and the Environment), the City Makers Summit (“Stadsmakerstop” about [Budget monitoring](#)) and the Money Flows Through the Neighbourhood Event (Geldstromen door de wijk [festijn](#)).
- As a knowledge broker and supporter of other government organizations, we were active in the Open Data learning community for provinces, the Right to Challenge community of practice for municipalities, the Citizens Budget learning community and as a speaker during the Smart Government event.
- In addition, we were co-organizer of the Open Data and Politics meeting ([bijeenkomst Open Data en Politiek](#)) and contributed to the Open Data learning community ([leerkring Open Data](#)) for municipalities, the international Digital and Open Government meeting and the government data user group [data.overheid.nl](#).
- An Open Spending bootcamp ([Bootcamp Open Over Geld \(BOOG\)](#)).

2017

- On 10 May, we organized the first Open Government meeting in the workshop room and the Auditorium of the Ministry of the Interior and Kingdom Relations. Two brainstorming workshops (“werkateliers”) were given and during the lunch meeting in the Auditorium a broader group was introduced to the concept of civil servants operating in an energetic society. The report on the first Open Government meeting can be viewed here. (Report: <http://www.open-overheid.nl/open-overheid/we-hebben-iedereen-nodig/>)
- The second Open Government meeting was held on 7 June: Civil Servants and Openness: the dream, the country and the deficit (Report: <http://www.open-overheid.nl/open-overheid/hoe-ver-kan-en-moet-openbaarheid-gaan/>)
- 3 interdepartmental open data work groups were organized.
- 2 open data thematic meetings were organized.
- A thematic meeting was organized with Stefaan Verhulst of

	<p>The Gov Lab in the auditorium of the Ministry of the Interior and Kingdom Relations with about 40 visitors.</p> <ul style="list-style-type: none">• A lunch meeting was organized with Marijn Jansen and Albert Meijer about “Open Data and Science” with about 120 visitors.• We made a full-day contribution to the Innovation Fair of the UN Public Service Forum on 23 June. <p>3. Personal coaching processes and one-to-one meetings for managers and government staff (100 in 2016 and 60 in 2017).</p> <p><u>Results:</u></p> <p><i>2016</i></p> <p>Our role as supporter of other government organizations is directly linked to our mission: “We help government organizations that are actively engaged in Open Government.” Among other things, we fulfilled this objective by holding 182 one-on-one interviews and individual coaching programmes tailored to the needs of the individual organization. This was almost double the planned number. For instance, we supported: the municipality of Roermond, Statistics Netherlands (CBS), The Royal Netherlands Meteorological Institute (KNMI), the Ministry of the Interior and Kingdom Relations, the Ministry of Infrastructure and the Environment, the municipality of Emmen, the Ministry of Social Affairs and Employment (SZW), the Tax Department, the Ministry of General Affairs, the Province of Overijssel, the Police and the Municipality of Leeuwarden. The LEOO Expertise Centre also learned from these interviews, such as about what type of questions are frequently asked. This, in turn, gave us ideas for blogs, knowledge instruments and interview questions.</p> <p><i>2017</i></p> <p>In 2017 too, various one-on-one interviews have taken place, and we will more than achieve the targeted number. A selection of 10 of the conducted interviews is given in this blog: http://www.open-overheid.nl/geen-categorie/10-x-tijd-open-overheid/</p> <p>4. 5 (2016) and 4 (2017) training modules and support</p>
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programmes for educational institutes wishing to include Open Government as a module or topic within their programmes.

Results:

2016

We offered support to training organizations and programmes, such as the Utrecht dataschool, the OMOOC Challenging Government and a civil Servant network (“Ambtenaar 2.0”).

2017

We offered support to training organizations and programmes, such as:

- The Going Further with Open Government (‘Verder met Open Overheid’) workshop during the Young Civil Servants Day on 30 March for about 20 young civil servants from more than 15 different municipalities and other government organizations.
- Two brainstorming workshop sessions (‘Civil Servant in the energetic society’) took place on 10 May at the Ministry of the Interior and Kingdom Relations.
- On behalf of the LEOO Expertise Centre, Kennisland started a programme entitled ‘Open Government in the practice of natural gas-free neighbourhoods’ with 5 municipalities.
- We provided a course for the CIO advisors training programme.
- We gave a guest lecture at TU Delft.
- We gave a guest lecture at Saxion University of Applied Sciences.
- The Going Further with Open Data (‘Verder met Open Data’) workshop during the networking day of the Information-Rich Government (‘Rijk aan informatie’ (RAI) programme on 20 June.

5. 100 additional national or international initiatives dealing with Open Government shown on the Open Government map in 2016 and 20 in 2017.

Results: More than 100 initiatives were put on the Open Map ('Open Kaart) in 2016, followed by 70 more new initiatives so far in 2017, bringing the total number of initiatives on the map to more than 350. (Link to map: <http://www.open-overheid.nl/netwerk/netwerkkkaart/>)

6. New interviews (20 in 2016 and 15 in 2017) and other content to be published on the Open Government website every two or three weeks.

Results:

2016

The LEOO Expertise Centre published 80 pieces of **content** instead of 20 (the minimum target). Here is a selection from the most-read content: interviews with e.g. [Marleen Stikker](#) of De Waag Society, [Tom Kunzler](#) of the Open State Foundation, the Open Government policy team ([beleidsteam Open Overheid](#)) of the Ministry of the Interior and Kingdom Relations, policy officer [Tom Cordeweners](#) about active transparency and professor Paul Frissen. Blogs focused on such subjects as the value of Open Government ([waarde](#)), the definition of Open Government ([definitie](#)) and the relationship with democracy and citizenship. In addition, we introduced a blog series with good examples of Open Government ([goede voorbeelden van Open Overheid](#)). A Q&A series entitled An open question about... ('Een open vraag over...') with questions and answers in the field of Open Government, such as Open Municipal Council Information ([Open Raadsinformatie](#)); a special edition ([speciale editie](#)) with international examples of Open Government, special publications about Open Data ([special over Open Data](#)) and Open Accountability ([special over Open Verantwoording](#)). In addition, we published newsletters about the Dutch Freedom of Information Act (WOB) and the Open Government Act (WOO) and the launch of the [Stuivering Open Data Award](#) website and the increased number of datasets ([toegenomen aantal datasets](#)) on data.overheid.nl. Finally, we published tens of agenda updates which we did not even include in the number of 80.

2017

In 2017 too, we have already posted more than the agreed number of pieces of content, all of which can be found at

	<p>www.open-overheid.nl/actueel. Here is a selection:</p> <ul style="list-style-type: none"> • Every 8 weeks an update from the action owners within the open government action plan, which can be found at the special action plan page: http://www.open-overheid.nl/actieplan-open-overheid-2016-2017/ • Interviews with e.g. minister Plasterk, policy officer Tom Cordeweners (Ministry of the Interior and Kingdom Relations) about active transparency, professor Paul Frissen and Donovan Karamat Ali, the first information commissioner of the Netherlands, and with the Province of Zuid- Holland about the Transparent and Open Province (TOP) programme, • Five lessons concerning the ROUTE-TO-PA commitment. • Various reports of meetings. <p>What is not included here, but is still definitely valuable content, are the guest blogs submitted by e.g. the action owners of the Open Government Action Plan, the National Archive, ICTU and the Union of Water Boards. The number of guest blogs is rising, indicating that the LEOO offers a platform for knowledge sharing and a diversity of voices in the field of Open Government. (Link to guest blogs: http://www.open-overheid.nl/actueel/gastblogs/)</p>
End Date	December 2017
Next Steps	The implementation of work commitments as recorded in the work commitments document. In addition, extra efforts to ensure the completion of the new Open Government Action Plan.
Additional information	
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