OPEN GOVERNMENT AND PUBLIC MANAGEMENT MODERNIZATION: A NEW PARADIGM?

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Abstract

The concept of Open Government is not a new one. It was used for the first time in British politics in the late 1970’s and at its conception it was related with a number of issues about government secrecy and efforts to “open windows” for the public sector to be under public scrutiny in order to reduce bureaucratic opacity. In present politics, it has emerged as a new linchpin in efforts to improve government capacity and modernize public administration based on the principles of transparency and openness, participation and collaboration.

Therefore, and given the relative scarcity of research and applied studies on the subject, this article presents a summary and a historical analysis of the evolution of the concept in its political and technological dimensions, and then contextualizes their links to the components that have served as a platform to become a new paradigm (or model) that promises to strengthen democratic systems and improve governance.

Keywords: Open government, public management, network state, transparency, participation, collaboration.
Foreword.

The Open Government term is nothing new. In the late 70s of the XX century, first appeared in the British political space and its original conception was related with various issues about the government secret and efforts to “open windows” to the public sector scrutiny in order to reduce bureaucratic opacity (Chapman and Hunt, 1987). Today, it has emerged as a new linchpin of efforts to improve government capacity and modernize public administrations (OECD, 2011) under the principles of transparency and openness, participation and collaboration, and the support in use the information and communication technologies (ICT). Therefore, and given the relative scarcity of research and applied studies on issue, the chapter presents a synthesis and a historical analysis of the evolution of the concept, from a political and technological view, and then contextualize its relationship to the ICT (as a service platform), on the way to become the new paradigm of open and collaborative governance to help strengthen public sector: the phenomenon of Web 2.0, Network State and the intensive use of technologies, networks and social capital.

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I. Introduction.

*Ladies and gentlemen, new technologies are the answer ... What was the question?*

John Daniel, Open University President.

The emergence and gradual consolidation of the concept of Open Government represents a radical change with profound consequences in political systems, governments and government agencies worldwide (OGP, 2011, OECD, 2011). In an era marked by important mutations, crises of various kinds and relentless search to find new perspectives or approaches to respond adequately to the challenges of dealing with complexity and uncertainty in our societies, and other moments in recent history, the focus aims to rethink the way (and background) of how governments and their administrative apparatus adapt and adopt emerging trends related to the age of information and communication, the network society and the various opportunities offered by technological innovations to boost contribute to institutional transformation in space links and relations between state, civil society and other stakeholders. Recent developments related to social movements in various parts of the world are a clear indication of changes ahead.

Thus, various governments worldwide have initiated an ongoing process to promote and implement strategies related to the concept of “Open Government”, whose common denominator is bound to improve levels of transparency by opening up public data (to exercise social control and accountability) and reuse of public sector information (RPSI), facilitating citizen participation in the design and implementation of public policies (and influence decision-making), and facilitate the creation of opportunities for
collaboration among various stakeholders, particularly between public administrations and between them and civil society and the private sector. These efforts are part of the purpose of strengthening democratic systems, increasing levels of public confidence in political institutions, increasing the participation and civic engagement, and improve the quality, effectiveness and efficiency of governments and their administrative infrastructure. All this through the creation of new spaces for institutional innovation, development of mechanisms related to the co-creation in the provision of public services and collaborative work, and the implementation of new organizational framework and management systems oriented to promote openness and a new form of government in the context of the network society (Castells, 2009).

II. Open Government: Concept, scope and implications.

Open government is a “buzzword whose overall intention is clear enough, but whose practical meaning waiting to be cleared”.

Ronald Wraith, Open Government, the British Interpretation, Royal Institute of Public Administration, 1977.

The term Open Government is nothing new. In the late 70s of last century, first appeared officially in British political space. As stated by Chapman and Hunt (1987), in its original plan refers to various issues related to government secrecy and efforts to

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1 For some authors the concept brings with it a major break and a radical change of paradigm of what it means to govern complex societies: “Many people think the idea of open government is all about freedom of information, but its impact goes much deeper. In fact, it’s part of the biggest change in the past century to the structure and architecture of the public sector […] There’s an enormous amount of data inside government, such as data about climate change, the success of entrepreneurs, radon gas, bicycle accidents and so on. With governments starting to make this raw data available to citizens, people will self-organize to use the data to create value. This is not about outsourcing or privatization. This is about a new division of labour in society about how we create public value. The result is better government services and a government that costs less” (Tapscott, 2011).
“open Windows” of the public sector to the public scrutiny in order to reduce bureaucratic opacity. However, over the years this first approach was used to define the ability that citizens have in a democracy to demand a government fully responsible for their actions and to assess the validity of the measures it takes. This also refers to the rights of citizens from information that they have public organizations and their proper management. For almost two decades without much prominence in the headlines, talk of open government meant to discuss access and freedom of information, data protection, reform of official secrecy laws and the need in a healthy democracy, able to obtain information about government activities and their availability to the public and ordinary citizens (Chapman and Hunt, 1987).

II.1. From the laws on access to public information to transparency through public information and data: The Foundation of Open Government.

On the other hand, the promotion of legislation on the right of access to public information2 and implementation of various institutional arrangements to enhance the levels of transparency, probity and citizen participation in public affairs has been gaining space on the political agenda throughout the world from a wave of laws that aim to regulate their application. To date, there are more than 90 countries that have pragmatic content access to information (Ramirez-Alujas, 2010). This has been fundamental in efforts to create a new culture of openness and adjust the mentality (and

2 Open government is widely seen as a key feature of contemporary democratic practice has often been linked to the adoption of legal frameworks on freedom of information, the press, among others. Considering the above, in its original meaning is directly related to the concept FOI (Freedom Of Information): Standards that ensure access to data held by the state. They establish a legal process to exercise the “right to know” which may make inquiries with the Government, to be received for free or at minimal cost, standard exceptions. Since the U.S. passed the Freedom of Information Act (Free Of Information Act - FOIA) in 1966, efforts have multiplied rapidly in other parts of the world. Denmark and Norway passed laws equivalent in 1970, France and the Netherlands in 1978, Australia, Canada and New Zealand in 1982, Hungary in 1992, Ireland and Thailand in 1997, South Korea in 1998, the United Kingdom in 2000, Japan and Mexico in 2002, India and Germany in 2005 (Ramirez-Alujas, 2010).
paradigms) that public affairs were alien to citizens, allowing new and generous space for accountability, transparency and corruption control, that on the other hand, insistently push for a new attitude, new practices and a willingness to a distant disposition perceived in public services and the governments that run them.

So today we are witnessing a debate with similar characteristics - in its core (and slightly beyond) - but amplified significantly different context variables, including the changing patterns of communication and means of generating knowledge on a global level (especially by the Internet phenomenon and its derivatives), the development of the “global network society” and “Network State” (Castells, 2009), the intensive use of information and communication technologies (ICT) and the growing impact that brings the use of so-called social networking and Web 2.0 that, progressively, have shown signs of being a powerful tool for collaborative work and networking, among other dimensions.

This has been setting up a space for the emergence of new paradigms that better known in his vision appeal to the concept of “Government 2.0”. It is introduced into the world of politics, government and public management and the principles that support Web 2.0, namely: transparency, openness and collaboration. Briefly, this suppose some implications that are no less certain such as: the elimination of intermediaries between politicians and citizens (the media), the possibility that they are the same citizens who are organized outside parties or other institutions or to collaborate openly with public organizations, to design and have the tools to control the “power set” and the activity of their representatives (active surveillance), the cohesion of efforts to facilitate and mobilize massive resources and people to achieve certain objectives by exponentially
reducing costs of transaction, information and coordination, to promote the construction of a sort of collective intelligence and social capital building, on the basis of use of the network, facilitating access to information and different means of verification and the transition to the spontaneous, free and in real time, etc.

II.2. From and beyond of e-Government: More participation and collaboration.

On the other hand, the concept of open government far exceeds the debate that has been developed since the coining and implement of initiatives under the set of instruments linked to the concept of “e-government”. They refer to the application of ICT and its tools to the existing administrative procedures and processes, meaning, we are not talking about changes in values, but of pure application of technology. However, it helps to make citizens life easier. In this context, there is a commitment to rethink the administration is under no compulsion to generate radical changes in their management models and organizational culture, processes only introduce technology, bureaucracy and is digitized, and in the best scenario, spaces open to better ways of communication between the interactive apparatus and society (Ramirez-Alujas, 2010). Open Government flows from the conviction of governments and administrations to rethink, to transform society and help develop healthier democracies, to move from hierarchies to networks, and generate transversal commitments in conjunction with other social and economic partners to create public value (Harrison et al, 2011).
II.3. Concept and development of Open Government.

Rehearsing some definitions, we can say that open government is one that engages in a constant conversation with citizens to hear what they say and ask, who makes decisions based on their needs and preferences, which facilitates collaboration of citizens and officials in developing the services it provides and communicates all that decides and it makes it in an open and transparent way (Lathrop and Ruma, 2010). On the other hand, it is claimed to be a political doctrine that sustains that issues of governance and public administration should be open to all possible levels for transparency, to ensure greater citizen participation and better regulation (Irekia 2010). Finally, and bonded to the link between the concept of Open Government and Policy 2.0 (which supports progressive activism, spontaneous, organized, and that reinforces the power of words, the construction of stories and new ideas in the polis), it states that it is a political philosophy that promotes a new model of relationships between administrations, governments and society, transparent, multidirectional, collaborative and focused on the participation of citizens in both monitoring and in public decision making.

From the OECD perspective, the term has evolved from a focus based on three relevant dimensions that appeal to: a) transparency - that its actions, and the individuals responsible for those actions, will be exposed to public scrutiny and challenge, b) accessibility - that its services and information on its activities will be readily accessible to citizens, anytime, anywhere, and c) responsiveness - that it will be responsive to new ideas, demands and citizen needs (OECD, 2005), to an approach where it is considered as a platform to address how government can work with society and individuals to co-creating public value (OECD, 2010).
In any case, there is an agreement between the multiple views and meanings available, expressly agree that the pillars that form it are: a) Transparency and openness; b) Participation, and c) Collaboration.

In short, we mean the commitment to ensuring that all aspects of how the government and public services are managed and operated, are open to public scrutiny and effective supervision of the society (transparency). This should be accompanied by the progressive expansion of opportunities for dialogue, participation and deliberation in conjunction with the public, and openness to the necessary collaboration that is required to find better solutions to public problems increasingly complex, using the available potential energy in vast sectors of society, why not also in the market, voluntary and non-profit organizations (Ramirez-Alujas, 2010).

Seen in this way and supported from the angle that is based on the relevance of the tools that make Web 2.0, we are witnessing the transition from one way of managing only reading/contents to manage conversations/read-write pass from the creation and maintenance (passive) government websites generating services through the Web and beyond the government, in collaboration with other dynamic and permanent actors, co-creating, co-producing...

This is understood as a technological infrastructure that makes information available to citizens and public data to create, collectively and jointly value.

In this context, one of the main merits of this emerging new look lies in being able to drive processes of deepening democracy through large-scale conversations with, across
and between citizens, administrations and politicians, which potentially defines ample possibilities for action to radically reinvent the old paradigms of power, the public bureaucracy and increasingly obsolete institutional, organizational and management inherited from the twentieth century, that are inadequate to meet the new crossroads of present and future challenges.

III. Open Government in OECD Countries: The evolution of the concept, the current debate and recent evidence.

In its 2003 report “Open government: fostering dialogue with civil society”, the OECD headed a preliminary notion about the concept of Open Government, conceived as a platform base to “establish solid, legal, institutional and policy governing access to information, consultation and public participation in the matter that helps improve public policy, combat corruption and increase confidence in the administration of society”. In its original design and purpose, they alluded to the need for government and public administration to connect more smoothly with civil society in the context of greater citizen involvement in public policy development and promote good governance, “to inform, consult and involve citizens are the pillars of good government, the proper means of promoting openness and a good investment to improve public policy making” (OECD, 2003). Later, it would be argued that open government refers to “the transparency of government actions, accessibility of public services and information, and government responsiveness to new ideas, demands and needs” (OECD, 2005).
More recently, this concept has taken up a leading role in the agendas of various governments and government agencies in the world, a process that has gone hand in hand with technological advances, the use of social networking and Web 2.0, and a fresh global debate about the fundamentals that support the current model democratic state in the context of the new millennium. The available evidence indicates that during the last ten years, OECD countries have focused on building the institutions and mechanisms for open government (including not stated explicitly) to create a solid foundation that supports the application and implementation of public policies properly and according to the new realities expressed in the transition to a democratic model more open, inclusive, guaranteed and effective.

Currently, there are legal frameworks relating to the idea of Open Government in much of the OECD countries, and in them are considered: (1) The law on access to information and freedom of the press, (2) The legislation on privacy and data protection, (3) The laws on administrative procedures, (4) The legislation on the Ombudsman (Ombudsman) and (5) Laws on Supreme Audit Institutions. However, limited attention has been to analyze the effectiveness of these frameworks in its application and what results have been achieved in terms of greater transparency and accessibility, and greater possibility for citizens to contribute to policy design and delivery of services.

For example, the openness and access to government databases (open data) offers great potential for participation and innovation. However, this requires not only setting standards and frameworks, but also of measures and policies to strengthen individual and collective skills and encourage collaboration (OECD, 2010).
In this context, the OECD has attempted to synthesize the potential benefits of implement strategies to open government (Box 1).

**Box 1: Potential Benefits of Open Government**

**Establishing greater trust in government.** Trust is an outcome of open government that can reinforce government performance in other aspects. In addition, if citizens trust government or specific government policies, then they may be more willing to pay (fees, contributions, taxes) to support these policies.

**Ensuring better outcomes at less cost.** Co-design and delivery of policies, programs and services with citizens, businesses and civil society offers the potential to tap a broader reservoir of ideas and resources.

**Raising compliance levels.** Making people part of the process helps them to understand the stakes of reform and can help ensure that the decisions reached are perceived as legitimate.

**Ensuring equity of access to public policy making** by lowering the threshold for access to policy making processes for people facing barriers to participation.

**Fostering innovation and new economic activity.** Public engagement and open government is increasingly recognised as a driver of innovation and value creation in both the private and public sectors.

**Enhancing effectiveness** by leveraging knowledge and resources of citizens who otherwise face barriers to participation. Public engagement can ensure that policies are better targeted and address the needs of citizens, eliminating potential waste.

Source: OECD (2010).
IV. Open Government: The transition towards a new paradigm of governance and public administration.

“In all parts of the world, we see the promise of innovation to make government more open and accountable. And now, we must build on that progress. And when we gather back here next year, we should bring specific commitments to promote transparency; to fight corruption; to energize civic engagement; to leverage new technologies so that we strengthen the foundations of freedom in our own countries, while living up to the ideals that can light the world.”

Barack Obama, September 23th 2010.

The basic principles that underpin the growing number of initiatives linked to the Open Government have their origin in the Memorandum on Transparency and Open Government that President Obama will launch at the start of his term in January 2009 and whose axes are: transparency, participation and collaboration. Watching the recent evidence and development of Open Government strategies in the world, we summarize the basic content of each in these three pillars:

1. **Transparency.** A transparent government provides information on what you are doing, provides sources and databases, and publish action plans for those who can be held accountable to society. This encourages and promotes accountability to citizens and permanent social control, while reinforcing the trust, social cohesion and institutional strengthening;
2. Participation. Participatory governance promotes the right of citizens to participate actively in the formulation of public policy and cover the way for public administrations benefit from the knowledge, ideas and experience of citizens by improving the quality and effectiveness of public action. Promotes the creation of new spaces for encounter and dialogue that promotes leadership, involvement and deliberation of citizens in public affairs, all of which is due to respond to the increasing complexity of the problems that are the source of public policy in a context in which the technocracy and hierarchies give way to the deliberative platforms, networks and management through the wisdom of crowds (or “WikiGovernment”); and

3. Collaboration. A collaborative government engages and involves citizens and other social partners in the effort to work together to solve the (increasingly complex) public problems, drawing on the available energy potential and vast sectors of society. It involves collaboration, cooperation and coordinated work with not only the citizens but also with companies, associations, civil society organizations and other stakeholders, and allows the joint efforts within their own administrations and their officials including transversely.

Considering this framework, we can say that it is primarily of: a) create opportunities for direct contact with citizens through the Web and other media as well as creating a platform for informed debate and common work, b) which is based to offer first-hand public data or raw (open data) without transforming or interpret to be the company itself who draw their own conclusions and reuse, and c) promote co-production of public value, social and economic development, through collaboration of the various sectors of
society in itself valuable services and / or generation of new applications, innovations or socially desirable products (from the information released and reuse of data).

In practical terms and to realize these principles, Open Government strategies have been crystallized through two key areas:

**a) The opening of public data**, which promotes transparency and greater efficiency of public service, allowing reuse of public data to generate new economic activities and accountability to citizens;

**b) The opening of processes**, collaboration platforms and the use of Web 2.0 and social networks, which aims to facilitate communication and participation, leverage the knowledge and experience to help citizens design policies and provision of public services, and collaboration (networks) within and between government and beyond.

In the line proposed by Tim O'Reilly (2010), who coined the concept of “Government as a Platform” to refer to the phenomenon of Government 2.0, by pushing the Open Data is looking to get two important results:

1. On the one hand, promotes innovation using public data as a catalyst for new applications and services and, therefore, transforms the governments of service providers to managers platforms (allowing other entities and / or users, using public

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3 Open data can make the world a better place. This is no exaggeration, and the reason is that information is a crucial driving force in innovation. Information is a unique kind of resource. It is a so-called "public good": consumption of information by one individual does not reduce the availability of the information for others. This is why the benefit of information can extend far beyond its initial purpose. Governments, as a major producer of information, are therefore in a strong position to spur innovation by promoting open government data (Taubner, 2011).
data released to create new features on the Web and add public value). This, considering also that the administration not only provides data but is in itself a major consumer of them that encourages greater participation (active) citizenship collaborating with the “gaps” of information on the way to solve public problems urgent (obvious cases of this has been the use of social networks in the recent natural disasters to channel aid and logistical support to the victims or the expertise of the British Web FixMyStreet.com created to expose and resolve the problems that residents see on their MySociety.org streets or the group that leads this kind of initiative in a diverse range of subjects) and

2. On the other hand, give back to the citizens their own data and information on what the government does, thus increasing transparency, accountability and constant public scrutiny.

In this context, one of the major challenges facing this development strategies and partnerships to set an appropriate challenge for interoperability in the public sector is required to have standard or common protocols that can use all the administrations and agencies, such so that the tools that are generated should not be adapted to each case and there is easily enough to bind data to create new features and / or services (the linked open data to the data). Although this is an issue that could be categorized under the technique label, has powerful implications for the traditional (and now obsolete) daily dynamics grown in public organizations, linked to the logic of silos, land management and compartments rarely have incentives to collaborate and cooperate genuinely. The paradox of the two souls of those who are supposed to work together to achieve and foster the common good of society (to the outside) but they work and operate from their organizational silos ensuring not to lose share of power, protecting
boundaries and sovereignty and preventing the penetration of mainstreaming as a means of articulating (to the inside) appear as a problem difficult to solve: “The Tower of Babel” within the public sector...

V. The Wiki concept⁴ - from the closed logic, autocratic and self-referential to the participation and collaboration within and beyond the Government and Public Administration (Open And Collaborative Governance).

“We can’t win the future with a government of the past”.
Barack Obama, Remarks by the President in State of Union Address, January 25, 2011

“Government 2.0, then, is the use of technology—especially the collaborative technologies at the heart of Web 2.0—to better solve collective problems at a city, state, national, and international level. The hope is that Internet technologies will allow us to rebuild the kind of participatory government envisioned by our nation’s founders, in which, as Thomas Jefferson wrote in a letter to Joseph Cabell, “every man...feels that he is a participator in the government of affairs, not merely at an election one day in the year, but every day.”

Tim O’Reilly, “Government As a Platform” (2010)

⁴ A wiki (or knowledge sharing through collaboration) is a web page which anybody with user privileges can log in and edit. They use simplified hypertext markup – a language which strips HTML down into its most basic elements. Wikis sit on a scale between the radical openness and simplicity of the first ever Wiki, to the restricted access provided by wikis hosted on intranet workspaces within corporations. ‘Wiki’ is Hawaiian for ‘quick’, but it is also an acronym for ‘What I Know Is’. The first software was called ‘wiki-wiki’ as an alliterative substitute for quick, avoiding the term ‘quick-web’. The first wiki was created in March 1995 by programmer Ward Cunningham; by its tenth anniversary in 2005, it contained over 30,000 pages. Since Cunningham released his software, the format has been taken up by public and private projects alike, Wikipedia being the most obvious example (Leadbeater, 2008).
Source: Web 2.0 in We Think Research Reports
Available: http://www.charlesleadbeater.net/cms/xstandard/Web%202.0_firstdraft.doc
Don Tapscott, an expert on business strategy over the Internet who years ago coined the terms “digital economy” and “Wikinomics”, referring to recent events, stating “this is not a crisis, is a historic change: the industrial era and all its institutions have been left without power” (La Vanguardia Newspaper, 2011). Internet, noted, “takes us from the industrial to the digital era”. In this regard and beyond the necessary change in approach, he gave some clues to understand and start deploying it, in his opinion, is the new digital model would be based on five principles:

1. **Collaboration (as opposed to the hierarchy).** A couple of good examples: Wikipedia and the community that develops and supports the Linux operating system;

2. **Openness and transparency**, as shown by Wikileaks (in his own words: “light is a good disinfectant”);

3. **Interdependence**, businesses (and corporations) cannot succeed in a world that is failing;

4. **Sharing intellectual property**, “which is no longer necessary”, said Tapscott, while states: “Sharing is creating wealth”;

5. **Integrity.** The institutions of the world in which we live have been built on a foundation of integrity and as such, yet at hand the disastrous effects of the lack of it (and honest) in the banking system that almost destroyed the capitalist model in its entirety.

Tapscott also calls for a “government platform” that “releases information allowing the world to organize autonomously to create public value of the citizen initiative”. This would review the concept of democracy that we currently have under the axes of change: global communication (Internet, the younger generation who are digital natives,
the social revolution through social networks, and entrepreneurs). This coincides with the phenomenon called *Groundswell*, that is that people use technologies to get what they need but not organizations or companies but others (Li and Bernoff, 2008). This finds further support in the seminal approaches argue that the richness of the network is precisely the possibility of creating innovations together (Benkler, 2006), in any area or space of collective action.

On the other hand, Noveck (2009) has endorsed the concept of “*Wikigovernment*” to explain the notion of collaborative democracy (articulated as a critique of direct and deliberative democracy) and the attempt to redefine the relationship between citizens and the state in the Open Government era. This focuses on how public officials and citizens can work together to solve problems: instead of fostering the development of uniform procedures for supporting dialogue and deliberation among citizens, it gives emphasis on collaboration as an approach that changes the effective decision-making and outcomes (Noveck, 2009). This is based on leveraging the capabilities that exist outside the public bureaucracy at the hands of the ideas inherited from the so-called *crowdsourcing* (or mass collaboration, which consists of open government so that decisions concerning all be taken together and take advantage of new ideas that citizens can offer to improve the public work) and the phenomenon of open innovation (which refers to using innovative capabilities in the environment outside the government and administrative apparatus), allowing it to pass on the wisdom of the experts (commonly known as “technocrats”) to be a catalyst for the wisdom of crowds to support the political process to solve problems linked and add public value.

5 We owe the original concept to James Surowiecki and his book “The Wisdom of Crowds” (2004). On the one hand, it should be noted that the concept of crowdsourcing is a neologism and contraction of “crowd” and “outsourcing”, coined by Jeff Howe on June 2006 Wired magazine article (“The Rise of Crowdsourcing”). In principle, crowdsourcing is the act of tasks related to solving a complex problem or
VI. Conclusions and some thoughts.

About ten years ago people began to talk seriously about e-government. It was a chimera that would achieve multiple objectives and remedy almost without borders, a number of shortcomings and endemic problems entrenched in government. Today, digital technology has become part of everyday life and the promise of e-government is still pending. This is where the Open Government provides an option to help assemble the missing pieces and give meaning to the soul and machines... Beyond the technology and more about a profound change in the civic and political culture of our communities.

As we have seen in this work, philosophy and strategies rooted in the concept of open government are now a growing trend in governments and public administrations around the world. Efforts have begun to unfold from the political-administrative system and began to show its first results since the beginning of this movement in late 2008, under the eyes that we have commented on these lines.

However, the visible face of these efforts lies almost preferably in government initiatives on openness, transparency, participation and collaboration. While the above strategies were almost exclusively unilateral and controlled from the steering gear and government, open government beyond the borders of this kind of digital monologue and generates a new meeting place ... This is one of the most powerful reasons to assume the emerging paradigm that far exceeds the limits and possibilities of the models generated generate fresh ideas, traditionally performed by employees “within” an organization, to an indefinite group of “outsider” people or the community (“crowd”), through an open call. On the other hand, the paradigm of open innovation (Chesbrough, 2009), originally proposed as collaboration, co-creation with various interest groups and involvement in an interagency effort, synergistic, other organizations with similar missions, committed to territory purposes or even profit and nonprofit ventures in the process to integrate the internal and external knowledge. Innovation requires creativity, divergent thinking, and perspective systems on teamwork and collaboration.
from the perspective of e-government or electronic government, and from there we have promoted the idea we are witnessing a new model of collaborative governance. In this model, under the assumptions raised, attended irreversible change where we moved from the idea of public services in one place (closed and poorly targeted) to an emerging model of services that work wherever you are (open and distributed). From the basic level (one to one) where the government shares inadequately to a more complex (many to many) where citizens and government “co-create”, “co-design” and “co-produce” (policies and services), “co-inspire” together in the search for better answers to public problems. In short, pushes the boundaries so that any citizen can provide a service to others from the desire to cooperate and participate...

Finally, we believe in the doctrine of the importance of open government is not (solely) the nodes, the content, actions or knowledge of the players individually, but the relationship. Is from (and in) the relationship that political value is created, economic value, social value or public value. It is from the link generated by opening the channels for participation and creating the space that is configured for cooperation that contributes to a new (and almost revolutionary) form of interaction in public affairs and lays the groundwork for profound and radical change in our democratic systems. At this level, trust and social capital would be potential emergent properties in the flow of values, processes and outcomes of implementing open government initiatives.

Seen this way, the noun in this new model originates in the product or creation that stems from the synapse between the actors. It appears where participation, collaboration, cooperation, co-inspiration, the co-production, co-creation... the community, the new democracy. And we must not be dazzled by the siren song or
exaggerate the role of the phenomenon of Web 2.0 and social networks: we are facing a change facilitated by the digital culture, but goes beyond it... The technologies are irrelevant without the energy, passion, ideas and actions of people.

In the end, governing is dialogue, hold a conversation space expanded to try to resolve the complex problems we face from the openmess, participation and collaboration of all stakeholders, from and beyond the state and political institutions. Open Government is an opportunity to recover that space. It depends on us to do something about it.

In short, Open Government flows from the conviction of governments and administrations to rethink, to transform society and help develop healthier democracies, to move from hierarchies to networks, and generate transversal commitments in conjunction with other stakeholders and economic, social and public value. Today, it represents an emerging movement around the world, beyond the divergence in their definition and implementation of ideas that support it. Certainly, the progressive development of future initiatives and sharing best practices, experiences and lessons learned among governments will be key to assessing the validity and impact of ongoing initiatives, and example of that is the recent launch of “Open Government Partnership”, a project led by the United States and Brazil, which aims to promote, disseminate and develop (OGP, 2011).

VII. References.


**Web Sites:**
