Co-creating SDI's
Bridging the Gap between Organizational Cultures

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Outline of presentation

- Central issue: cooperation
- Context of SDI in the Netherlands
- Lessons learned in information chains
- Experiences in network cooperation
eGovernement in the Netherlands

- Improving services for citizens and businesses
- Increasing government efficiency and effectiveness
- Decreasing administrative burden and fraud

National Program program in place:
- basic infrastructure
  (key registers, access/authentication, data exchange, information nodes)
- services

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Vision Netherlands’ SDI

- Government uses location based information for her internal processes and external services
- Citizens and companies are able to view and use public location based information
- Companies create value added services based on public geo-information
- Government, companies and research organizations are cooperating in order to develop and innovate the Dutch SDI.

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Maturity of SDI Components

(Bregt, 2007)

Working in (spatial information) chains:
Assessing quality of collaboration in Dutch SDI

Starting point:
- why do initiatives not always work as we wish?

Methodology:
- consider NSDI as an organisation
- use commonly used business/management models
- use of EFQM-model applied to cooperation in chain
  (EFQM Excellence model: www.efqm.org)

(De Bree, Laarakker, Eertink, 2008)
Working in (spatial information) chains: lessons learned

- Leadership
  - Fear of loss of identity
- Strategy
  - What is the chain problem?
  - Political pressure helps!
- People management
  - When you cooperate, do not forget to tell your staff
- Processes
  - Level of cooperation (operational, tactical, strategic)
  - Typology (chains, networks)
- Resources
  - ICT
  - Finance

Cooperation you have to learn!

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From chain to network: initiative 'public services with digital maps'

Create a national shared geo-information service
- Legal and policy framework (INSPIRE, Public Sector Information, eGovernment, SDI-policy)
- Integrated and coupled data and services
- Government reform (efficiency)
- Initiative taken by the public geo-sector: achieving results by working together

Result: a spatially enabled government
Business Case and Public Case

**Business case**
- efficiency (re-use of components, sharing of facilities, sharing of data)

**Public case**
- society and other governments benefit
- cooperation within central government leads to a sustainable SDI

*smaller and better*
(sharing resources, knowledge, improved access, improved services, compliance)

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Issues

- Who participates (supply and demand side)?
- Conditions of sharing data (harmonisation; access regimes; business model)
- Sound business case at all levels
- Setting up of services (empowering demand; considering effect on existing arrangements and business models partners)
- Stay in sync with INSPIRE and eGovernment

Making cooperation successful

- networks work:
  - based on trust
  - shared objectives
- networks can be weak
Essential elements cooperation along the way

- vision
- necessity
- (shared) incentives
- resources
- plan

*Essential - overall
- at all partners
- always

What happens if an element is absent?

- vision - partners choose their own path
- necessity - one of many projects
- (shared) incentives - focus/priority on own organisation
- resources - discussion group
- plan - non orchestrated activities

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Lessons learned so far (I)

formulate shared objectives:
- be realistic in the short term; manage expectations
- loss of focus on shared objectives; requires leadership
- permanent competition at partner organisations
- allocate resources
- keep it simple; operate in steps
- professional project management essential

Lessons learned so far (II)

• Make sure that all partners are fully committed
• Accept that interests partners differ
• Project: start small, develop step by step
  Business case: end big
• Take the lead as partners
  (let not expectations lead you)
• Let trust develop
  (the proof of the pudding is in the eating).
Cooperate or co-organize?

How strong is network cooperation?

- What is the dominant chain problem?
  
  *budget cuts; compact government*
  
  *fragmentation of geo-sector*

- How much structure is needed to achieve objectives?
- Design a shared service organisation for geo-information

\[WHY\]

The big WHY?

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Cooperation you have to learn

Start learning by doing

Make it happen: do not let it happen