

Business Development and Shared Use of **Municipal e-Services**

The Swedish Association of Municipalities for
Joint Development of e-Services – Sambruk

an association comprising 80 Swedish municipalities as members.
Membership is open to municipalities, regional councils and other clusters.

www.sambruk.se



Sambruk
kommunala e-fjänster

Background and Vision

Sambruk was instigated on the idea that all Swedish municipalities have identical missions, responsibilities and challenges to undertake in order to serve their citizens. The vast majority of municipalities are also too small to handle the daunting task of revamping internal business processes and establishing new e-service offerings to various stake holders.

The overall purpose of Sambruk is to create a foundation for an effective development programme, comprising both the technical and functional aspects of e-services, as well as the need for re-engineering of the municipalities' internal business processes. Similarities and differences between service offerings of different municipalities are analysed and accounted for in the collaborative development environment. This approach results in both enhanced services locally and overall benefits on a national scale.

Sambruk is also a strong bargaining and purchasing power towards IT vendors, compared to a singular municipality. A collaborative approach throughout the analysis, specification and procurement phases will ensure a better result from both economical and functional aspects.

Our vision is that all e-services will be built on a common technical platform, with a standardised exchange of information between e-services and related back-office systems. An open IT-architecture, comprising modularized software will result in a more cost effective IT environment.

Influence through Collaboration

One of Sambruk's objectives are, through collaboration, to create a strong negotiating power towards IT vendors and government bodies when defining and creating technical solutions for interoperability between municipality and external stake holders, such as Government agencies.

The practical results of this work will contribute to the joint intellectual capital of the municipalities collaborating. This capital, which is vastly greater compared to what a single municipality could develop, is then freely utilized by Sambruk's members in new development projects.

Sambruk will also address any inherent legal obstacles in this new way of collaboration between municipalities. Sambruk is also a facilitator when establishing new electronic collaboration between municipalities and Government Agencies.

Sambruk's Core Values

Openness

To freely and readily share competence, experience and resources, when developing e-services and work methods

Accessibility

e-Services will enhance accessibility to municipality service offering for citizens, companies and civil servants alike.

Participation

More member participation means faster and better results.

History

The first initiative was taken 2002, to create a network for municipal collaboration for development of e-Services.

The non-profit Association Sambruk was formally created in June 2005. The Association is financed by its members. Supplemental funding for R&D is provided by VINNOVA (Swedish Governmental Agency for Innovation Systems). The specific development projects are financed by the participating project parties.

Today (October 2008) the Association comprise about eighty members.

Projects and networks

Sambruk's main activities are development projects and networking groups. Currently there are work-in-progress within the following areas:

- E-Services for application of child care
- Web based Citizen assistant
- Digital archive
- E-Services for application of social welfare
- Work Flow and Document management systems
- Re-engineering of administration of Special Aid workers, as well as developing e-Services
- Specification of an Open IT Infrastructure platform
- New range of e-Services for the Senior Citizens market
- Innovative e-services for municipality Contact Centres

Research and Development

Over the period 2006-20011 Sambruk participates in R&D projects funded by VINNOVA (Swedish Governmental Agency for Innovation Systems). The total funding of four different projects amounts to 1.9 MEUR.

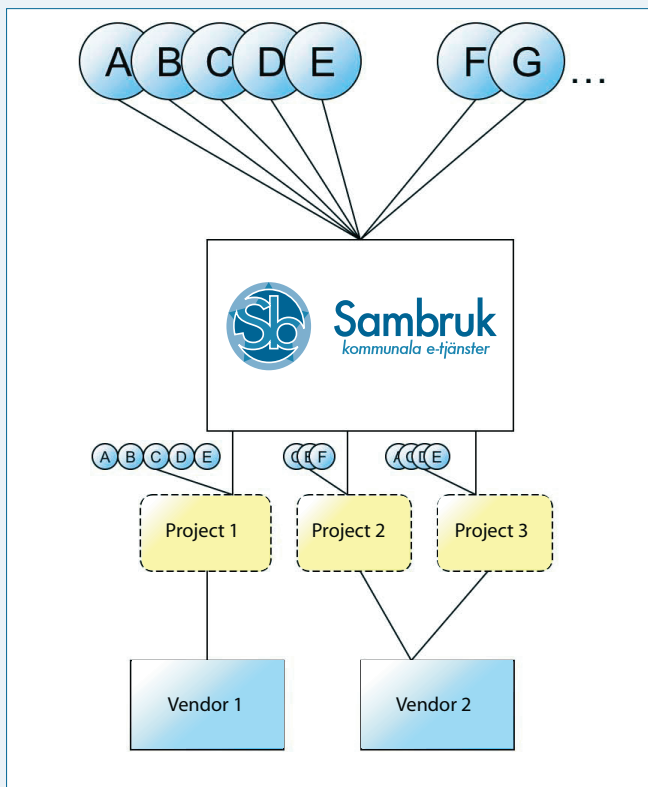
Researchers from three Swedish Universities are actively working in close cooperation with municipal employees while analyzing existing business processes, peer benchmarking, creating new efficient procedures as well as specifying and establishing new e-Services to support citizens and municipal workers alike.

The new R&D projects, initiated 2008, have three different focus areas;

- Analysing and defining new business models in the collaborative interface between Government Agencies and municipalities
- Defining new Business Models for utilizing Open Source software in the Public Sector
- Creating new, innovative e-services for municipality Contact Centres

Project Model

Sambruk's Project Model defines a work procedure for instigating new projects, setting up projects with all necessary attributes (including financing) and conditions and run the projects to completion. Each project organization is staffed by the participating municipalities, in some cases supplemented by external consultants. Sambruk can in this way maintain a small central organisation.



◀ *Sambruk's members, comprising municipalities, Government Agencies and organisations.*

◀ *Sambruk – a non-profit Association managing projects and other Business operations, according to its Charter.*

◀ *Projects are established within Sambruk's realm and financed by the specific participating municipalities for each project. Project management responsibility can be assigned to one of the participants or hired from an external source.*

In specific cases, e.g. research work or report writing, external consultants are contracted.

Business Model

The basic principle is that the cost of use per citizen should be independent of the size of the municipality. This means that funding of Sambruk, projects, services and products is set in relation to the municipality's population.

Being a Sambruk municipality – a profitable endeavour

- Shared cost of development projects
- Participation in process modelling, development and enhancement
- Access to well designed specifications for business processes and e-services
- Increased competence and confidence as a customer to IT vendors
- Access to jointly developed e-services, that can be easily implemented in various technical platforms
- A substantial degree of freedom for participating municipalities, no requirement to participate in all projects
- The possibility to initiate, run, participate in and/or influence the development of e-services with respect to your own needs
- Peer review and benchmarking between Municipalities will stimulate competence development and operational excellence
- Access to a common forum and workshop on the web
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- A respected channel to Government Agencies, when dealing with issues of local concern

Inspiration, exchange of ideas and services that simplify daily work

– for Citizens and Municipalities

Economic advantages for all

This is Sambruk!

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