**OSPO——数字化政府的新工具**

**The OSPO——A New Tool for Digital Government**

**译者：**

赵海玲 开放原子开源基金会行业研究员

梁婷婷 *曾任*开放原子开源基金会实习生

王铭典 *曾任*开放原子开源基金会实习生

**审校：**

李建盛 开放原子开源基金会资深顾问

金思含 开放原子开源基金会助理开源项目运营官

郭雪雯 开放原子开源基金会法律顾问

2023年11月

**OpenForum Europe**

**欧洲开放论坛**

[OpenForum Europe (OFE)](https://openforumeurope.org/) is a not-for-profit, Brussels-based independent think tank which explains the merits of openness in computing to policy makers and communities across Europe.

[欧洲开放论坛（OFE）](https://openforumeurope.org/)是总部位于布鲁塞尔的非营利性独立智库，它向欧洲各地的政策制定者和共同体解释计算开放性的优点。

Originally launched in 2002 to accelerate and broaden the use of Open Source Software (OSS) among businesses, consumers and governments, OFE’s focus has since evolved. OFE currently maintains a Policy Research and Development team based in Brussels, which is supported both by our network of supporters and by specific specialist advisors. The main policy topics that we cover are: Open Source, Open standards, Digital Government, public procurement, Intellectual Property, cloud computing and Internet policy.

OFE最初发起于2002年，旨在加速和扩大企业、消费者和政府对开源软件（OSS）的使用，此后其关注领域不断拓展。OFE目前在布鲁塞尔设有一支政策研发团队（Policy Research and Development team），该团队由我们的支持者联络网和特定的专家顾问提供支持。我们的主要政策主题覆盖：开源、开放标准、数字化政府、公共采购、知识产权、云计算和互联网政策。

OFE also hosts an independent global network of OpenForum Academy Fellows, each contributing significant innovative thought leadership on core topics, in order to provide new input and insight into the key issues which impact the openness of the ICT market. OFE works closely with the European Commission, the European Parliament, national and local governments, both directly and via its national partners.

OFE还拥有由开放论坛学院研究员（OpenForum Academy Fellows）组成的独立全球联络网，每位研究员都在核心主题上贡献了重要的创新思维领导力，以便为影响ICT市场开放性的关键问题提供新的意见和见解。OFE直接或通过其国家合作伙伴与欧盟委员会、欧洲议会、国家和地方政府密切合作。

**The OSPO Alliance**

**OSPO联盟**

[The OSPO Alliance](https://ospo.zone/) was launched in June 2021 by European non profit organisations — OW2, Eclipse Foundation, OpenForum Europe, and Foundation for Public Code — and concerned individuals to promote an approach to excellence in Open Source software management. Together we created the [OSPO.Zone](https://ospo.zone/) — an open experience-sharing platform to facilitate discovery of tools and best practices and help define the state of the art in this domain.

[OSPO联盟（The OSPO Alliance）](https://ospo.zone/)由多家欧洲的非营利组织（OW2、Eclipse基金会、欧洲开放论坛和公共代码基金会）和相关个人在2021年6月发起，旨在促进管理开源软件的优秀方法。我们一起创建了[OSPO.Zone](https://ospo.zone/)——一个开放的经验共享平台，以促进对于工具和最佳实践的探索，并帮助定义该领域的最新技术。

The OSPO Alliance aims to bring actionable guidance and solutions to all organisations willing to professionally manage the usage, contribution to and publication of Open Source software, regardless of their size, revenue model or whether public and private. In particular it will help organisations make the best out of the inexorable advance of Open Source software in their information systems and processes. We will facilitate the discovery and implementation of tools and best practices when engaging with Open Source software.

OSPO联盟旨在为所有愿意就开源软件的使用、贡献和发布进行专业化管理的组织提供可操作的指引和解决方案，无论这些组织的规模、收入模式也无论是公立领域还是私立领域。特别是，它将帮助这些组织充分利用开源软件，而在其信息系统及流程中使用开源软件已是势不可挡。使用开源软件将促进工具和最佳实践的发现和实现。

By professionalizing the management of Open Source software, the OSPO Alliance will make engaging with Open Source software less risky and more predictable. It will lower barriers to adoption of Open Source and will enable organisations to leverage it to enhance their digital sovereignty.

通过对开源软件进行专业化管理，OSPO联盟将降低使用开源软件的风险，提高可预测性。它将降低使用开源的障碍，并使组织能够利用它来增强其数字主权。

**INTRO AND CONTEXT**

**前言及背景**

There is an unmistakable trend in governments at all levels (local, municipal, regional, national and supra-national) of thinking about Open Source strategically, aimed at more ambitious goals. The ubiquitous presence of Open Source in the technological landscape justifies, or even demands, a more active and horizontal approach to Open Source for most digitally-enabled public sector organisations.

各级政府（地方、市、地区、国家和超国家的）都有一种明确的趋势，即从战略上思考开源，以实现更宏伟的目标。开源在技术领域无处不在，这证明甚至要求大多数数字使能的公立领域就开源采用更为积极、更为广泛的方法。

As government bodies at all levels look to better engage citizens, make more efficient use of taxpayer funds, and solve global challenges in a local context, the value of a strategic approach to Open Source software has come into sharper focus. Public sector and government entities have procured, used and contributed to Open Source for decades, but the rise of the Open Source Program Office in government promises to support the public sector in best leveraging its engagement with open communities—software, standards, data, culture, research, and more.

由于各级政府机构希望更好地吸引公民参与，更有效地利用纳税人的资金，并在本土背景下解决全球挑战，开源软件战略方法的价值变得更加凸显。公立领域和政府几十年来一直在采购、使用和贡献开源，但政府中开源计划办公室（Open Source Program Office）的兴起，有望支持公立领域以最佳方式利用其与开放共同体在软件、标准、数据、文化、研究等方面的合作。

Government CIOs and IT departments that are well-versed in Open Source are increasingly aware that the value they can realise through Open Source increases drastically when they increase their ability to participate in and contribute back to projects and the Open Source community. As a result, an increasing number of government CIOs have opted for the Open Source Programme Office as the tool to increase their organisation’s ability to meet both old and new demands.

精通开源的政府首席信息官（CIO）和IT部门越来越意识到，当他们提高其参与和贡献项目及开源共同体的能力时，他们可以通过开源而实现的价值就会急剧增加。因此，越来越多的政府CIO选择开源计划办公室（Open Source Program Office）并将其作为提升其组织满足新旧诉求的能力的工具。

The Open Source Programme Office (OSPO) is an institutional organisational construct that supports and accelerates the consumption, creation, and application of Open Source software. The OSPO is the centre of gravity and Open Source competence of an institution, working strategically to achieve the policy objectives of the institution that intersect with Open Source.

开源计划办公室（OSPO）是一个支持和促进消费、创建和应用开源软件的机构性组织架构。OSPO是一个机构的重心以及开源能力中心，从战略上实现该机构与开源相关的政策目标。

This paper explores early attempts to move OSPO’s into the public sector. It will discuss the evolution of Open Source in the context of governmental strategy, the value of engaging within Open Source communities, and the potential role of the OSPO in providing both the expertise and connections to manifest the value of globally networked collaboration and co-creation. This paper takes the view of the OSPO as a multifaceted tool to solve challenges and meet demands that interact with Open Source software (OSS) facing senior executives in diverse public sector organisations across a wide array of roles. The topic is thus organisational capacity-building in the public sector.

本文探讨了将OSPO引入公立领域的早期尝试。本文将讨论开源在政府战略背景下的发展，参与开源共同体的价值，以及OSPO在提供专业知识和联系从而彰显全球化协作及共同创造的价值的潜在作用。本文认为OSPO是一个多面工具，其用于解决不同公立领域的高管在不同角色中所面临的挑战，并满足这些高管使用开源软件（OSS）的诉求。因此，本文主题是公立领域的组织化能力建设。

The case studies that follow are based on interviews of OSPO leaders in the public sector, investigating why and how they built OSPOs. The case studies outline the different OSPOs’ responsibilities and activities, and look at the potential of the OSPO to achieve a series of policy goals.

下述案例研究是基于对公立领域OSPO领导者的采访，并调研他们为什么以及如何建立OSPO。这些案例研究概述了不同OSPO的责任及活动，并探讨了OSPO实现一系列政策目标的潜力。

The trend of building OSPOs is a response to broader trends facing the digital government. Citizens and politicians demand high quality services with more openness, accountability and accessibility. They ask for this to be met within tight budget restraints, while maintaining digital sovereignty, system resilience and cybersecurity. Open Source has a role to play across this changing landscape, and the OSPO is the government CIO’s tool to leverage OSS to meet the demands. These are complex challenges, but the OSPO is a new tool for the digital government to navigate these complexities.

OSPO的建立趋势，是对数字化政府所面临的更广泛趋势的一个回应。公民和政客要求提供更开放、更负责任和更容易获得的高质量服务。他们要求在严格的预算限制下实现这一目标，同时保持数字主权、系统韧性及网络安全。开源在这个不断变化的环境中扮演着重要的角色，而OSPO是政府CIO利用开源软件满足诉求的工具。对于这些复杂挑战，OSPO是数字化政府应对这些复杂问题的新工具。

The establishment of OSPOs in the private sector has been fundamental to innovating and co-creating at scale. With OSPOs, companies have figured out how to unlock vast amounts of value through Open Source, benefiting shareholders worldwide. This paper finds that the value proposition for the public sector is closely related, but fundamentally different.

在私立领域建立OSPO对于大规模创新和共同创造必不可少。建立OSPO后，企业已经找到了如何通过开源释放大量价值从而让全球股东受益的方法。本文发现，公立领域的价值立场与之密切相关，但又本质上不同。

The paper also looks into the mandate of the modern OSPO. It needs to provide value internally, in matters of compliance, security and governance of OSS.

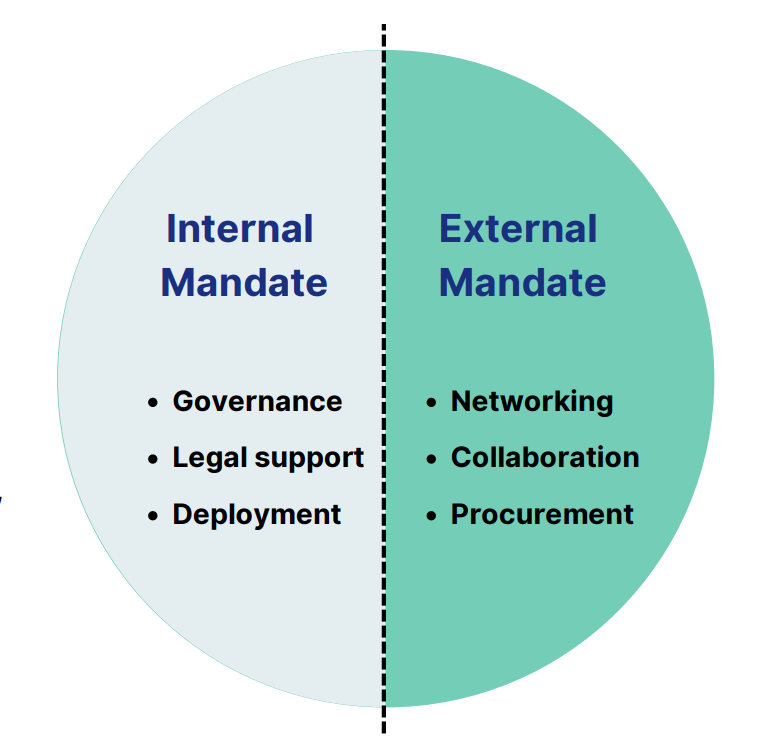
本文还探讨了现代OSPO的职权。它需要在开源软件的合规性、安全性和治理方面上提供内部价值。

Critically, the OSPO should be created with a mandate to exchange and collaborate with the external Open Source ecosystem. It needs to be an interface, supporting and managing the flows of information, ideas, software contributions, relationships and procurement between the organisation as a whole and external stakeholders.

至关重要的是，OSPO的创建应具有与外部开源生态系统进行交流及合作的职权。它需要成为一个接口，支持和管理整个组织与外部利益相关者之间在信息、思想、软件贡献、关系及采购活动上的交流。

The aim of this paper is not to outline solutions to all the different challenges and barriers facing all government CIOs, at all levels of government. Instead, the main conclusion of the paper is that OSPOs are built to give the Government CIO pragmatic options, flexibility, and control with regards to software products and services, which in turn gives them the ability to better and more efficiently meet the diverse and complex demands put on them.

本文的目的不是概述各级政府CIO所面临的各种挑战和障碍的解决方案。相反，本文的主要结论是，OSPO的建立是为了给政府CIO在软件产品和服务方面提供务实的选择、灵活性和控制权，这反过来又使他们能够更好、更有效地满足对其提出的各种复杂诉求。



**Paper Structure and Definitions**

**报告结构和定义**

This paper can be seen as a follow up to[the European Commission’s impact of Open Source on the European economy](https://digital-strategy.ec.europa.eu/en/news/commission-publishes-study-impact-open-source-european-economy" \l ":~:text=The%20study%20predicts%20that%20an,start-ups%20in%20the%20EU.), which included the policy recommendation to support the building of 20 OSPOs in the public and academic sectors in the EU.

这篇报告可以看作是[欧盟委员会发布的开源对欧盟经济的影响报告——“开源软件和硬件对欧盟经济的技术独立性、竞争力和创新的影响](https://digital-strategy.ec.europa.eu/en/news/commission-publishes-study-impact-open-source-european-economy" \l ":~:text=The%20study%20predicts%20that%20an,start-ups%20in%20the%20EU.)”的后续，其中包括支持在欧盟公立领域和学术界中建立20个OSPO的政策建议。

Building OSPOs in the public sector is an area of rapid policy innovation. In order to present a view of the landscape, the paper transitions liberally between current practice and theory; what an OSPO is and what it can be. It does not present organisational models, standard approaches or “minimum viable OSPOs”. That will be the topic of future papers.

在公立领域建立OSPO是一个飞速政策创新的领域。为了介绍这一领域的情况，本文自由穿梭于当下的实践和理论之间；OSPO是什么以及它能成为什么。本文并未呈现组织化的模式、标准方法或“最低可行的OSPO”，而这将是后续报告的主题。

Procurement of Open Source products and services is also not the main focus of this paper. OSPOs will have an important (if not crucial) role to play in effective procurement of Open Source, but building OSPOs will not be as relevant for organisations that are still debating whether or not to procure Open Source in general. Organisations that are building OSPOs tend to have moved beyond the old paradigm of Open Source as merely a cost saver, and are looking to their strategic approach to maximise value, innovation and agility.

开源产品和服务的采购也并非本文重点。OSPO将在有效的开源采购中扮演重要（甚至是关键的）角色，但是对于那些仍在争论是否要采购开源的组织来说，建立OSPO就不那么重要了。正在建立OSPO的组织往往已经超越了仅将开源用于节省成本的旧模式，而是着眼于他们的战略方法，以实现价值、创新和灵活性的最大化。

By “Open Source software” of “OSS”, we mean software under a licence approved by the Open Source Initiative, in compliance with the Open Source definition; simply stated, source code that can be accessed, modified, and improved by its user.

我们所说的“开源软件”，是指在开放源代码促进会（Open Source Initiative）批准的许可证下的、符合开源定义的软件；简单来说，用户可以访问、修改并改进源代码。

The paper makes several references to “share and reuse”. By this we mean source code that can be accessed by anyone, modified for need, and republished with these improvements for general use.

本文多处提到“共享与复用”。对此，我们指的是任何人都可以访问源代码，根据需要进行修改，并通过重新发布这些改进以供人们使用。

This paper uses “public sector”, “government organisation”, “public entity” and “public authority” interchangeably. This is done to underscore the broad relevance of the OSPO concept to all parts of the economy controlled wholly or partially by the state.

本文交替使用“公立领域”、“政府组织”、“公共实体”和“公共机构”，这样做是为了强调OSPO概念与全部或部分由国家控制的所有经济部门广泛相关。

Equally, by “government CIO” this paper refers to the positions in a public sector organisation responsible for information technology and computer systems in order to support organisational and political goals. This covers roles such as a chief digital information officer (CDIO) or IT director. They will be the most senior executive with the mandate to build an OSPO.

同样，本文所说的“政府CIO”指的是公立领域的组织中为支持组织和政治目标而负责信息技术和计算机系统的职位。这包括首席数字信息官（CDIO）或IT部长等角色。他们将是负责建立OSPO的最高级的管理人员。

Last but not least, the authors would like to thank the expert group that supported the writing of this paper:

最后但同样重要的是，作者要感谢支持本文撰写的专家组：

Bastien Guerry, Government of France

Clare Dillon, InnerSource Commons Foundation & OSPO++

Danese Cooper, InnerSource Commons Foundation & OSPO++

Deborah Bryant, Independent Advisor & Open Source Initiative Board Emeritus

Frederik Blachetta, Dataport

Gaël Blondelle, Eclipse Foundation

Gijs Hillenius, European Commission

Jacob Green, Mosslabs.io, OSPO++

Jacob Green，Mosslabs.io，OSPO++

James Vasile, Open Tech Strategies

Johan Linåker, RISE Research Institutes of Sweden

Leslie Hawthorn, Red Hat & Open Source Initiative Board Emeritus

Mala Kumar, GitHub

Michael Plagge, Eclipse Foundation

Miguel Diez-Blanco, European Commission

Philippe Bareille, City of Paris

Richard Littauer, Open Source Collective and Sustain

Sayeed Choudhury, Johns Hopkins University & OSPO++

（翻译略）

**THE PUBLIC SECTOR AND OPEN SOURCE**

**公立领域与开源**

Cities have different needs than national governments. Tax authorities have different mandates than supra-national organisations such as the EU. The reasons for public entities to procure, use and deploy Open Source solutions are multifaceted and it is difficult to generalise across something as broad as the public sector. That said, advertently or inadvertently, all public sector organisations engage with Open Source software. Early adoption and use of OSS applications and tools in the public sector were often resourceful responses to fulfilling unfunded policy mandates (i.e. a new program or capability yet no associated budget) along with reduced procurement friction.

城市与国家政府的诉求有所不同。税务机关与超国家组织（例如欧盟）也有着不同的授权。公立领域采购、使用和部署开源解决方案的原因是多方面的，很难在像公立领域这种宽泛的领域一概而论。但是，无论是有意还是无意，所有公立领域的组织都在使用开源软件。公立领域早期使用开源的应用程序和工具通常是为了完成没有资金支持的政策职权（即，需要完成一个新项目或达成新能力，但没有相关预算）以及减少采购摩擦而做出的一种机敏的反应。

The reasons for the use of Open Source with strategic intent stem from benefits that proprietary solutions don’t offer: software under a OSS licence eases inspection, interoperability, co-creation, scalability, sustainability and customisation. For example, if you have 60,000 schools that need a software solution, it is better to fund the development and support of the software than pay a licence for each school. The reasons for using Open Source in the public sector are (but are not limited to):

出于战略目的使用开源的原因在于，在开源软件许可证下的软件易于检查、互操作、共同创造、扩展性、可持续性和定制化，而专有的解决方案无法提供这些优势。例如，如果你有6万所学校需要软件解决方案，那么为开发与支持软件而提供资金比为每所学校支付许可费要更好。公立领域使用开源的原因有（但不限于）：

* Transparency and Trust
* 透明度与信任
* Cost-savings
* 节约成本
* Avoiding lock-in to software vendors
* 避免软件供应商锁定
* Increased access for SMEs in procurement processes
* 增加采购过程中的中小企业
* Interoperability
* 互操作性
* Citizen engagement
* 公民参与
* Reducing friction of inter- and intra government collaboration
* 减少政府内部和政府之间的合作摩擦
* Leveraging state of the art technology
* 利用最先进的技术
* Increase capacity and skills of the government organisation
* 提高政府组织的能力和技能
* Attracting and retaining talent
* 吸引并留住人才
* New and novel ways for industry and government organisations to collaborate
* 行业和政府组织合作的新兴方式

The public sector has been working with Open Source since before the coinage of the term. Looking to the organisations referenced in this paper as examples, [the European Commission defined a strategy concerning the internal use of Open Source software already in December 2000](https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/informatics/open-source-strategy-history_en). The City of Paris’ involvement in OS also spans over 20 years. A key moment at the beginning of the engagement was when the City Council voted for opening the [Lutece platform](https://lutece.paris.fr/lutece/) in 2002.

在“开源”这个词被创造出来之前，公立领域就已经使用开源了。以本文提到的组织为例，[在2000年12月，欧盟委员会就制定了一项关于内部使用开源软件的战略](https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/informatics/open-source-strategy-history_en)。巴黎市参与开源也已超过了20年。2002年，巴黎市议会投票决定开启[Lutece平台](https://lutece.paris.fr/lutece/)，这是巴黎开始参与开源的一个关键时间点。

***译者注：****Lutece是由巴黎市开发的基于BSD开源的平台，可帮助您开发数字解决方案。经过近二十年为城市使用的打磨升级，Lutece现已发展成为拥有400多个插件和模块化架构的多方面平台，可满足您的特定诉求并增强用户的数字体验。*

Staying at the general level, the understanding of Open Source and the practical implementation of the openness paradigm in the public sector varies across countries, institutions and levels of administrations. There are public sector entities and countries that have a high knowledge and ambition regarding Open Source. They see it as one of the crucial tools of their broader digital strategy focusing on delivering a digital transformation while maintaining sovereignty and security. Others have just started their Open Source journey.

正常情况下，公立领域对于开源的理解和对开放范式的实践情况因国家、机构和行政水平而异。有些公立领域和国家对开源有非常充分的了解和很高的追求。它们将开源视为一个非常重要的工具，来帮助他们实施更广泛的数字战略，并聚焦在维护主权与安全的同时实现数字转型。其他公立领域和国家则刚刚开始它们的开源历程。

The reasons for the uptick in Open Source engagement will be explored in the case studies below, but one way to understand this development is through the lens of new demands for Open Source put on Government CIOs, often outlined in different strategy documents.

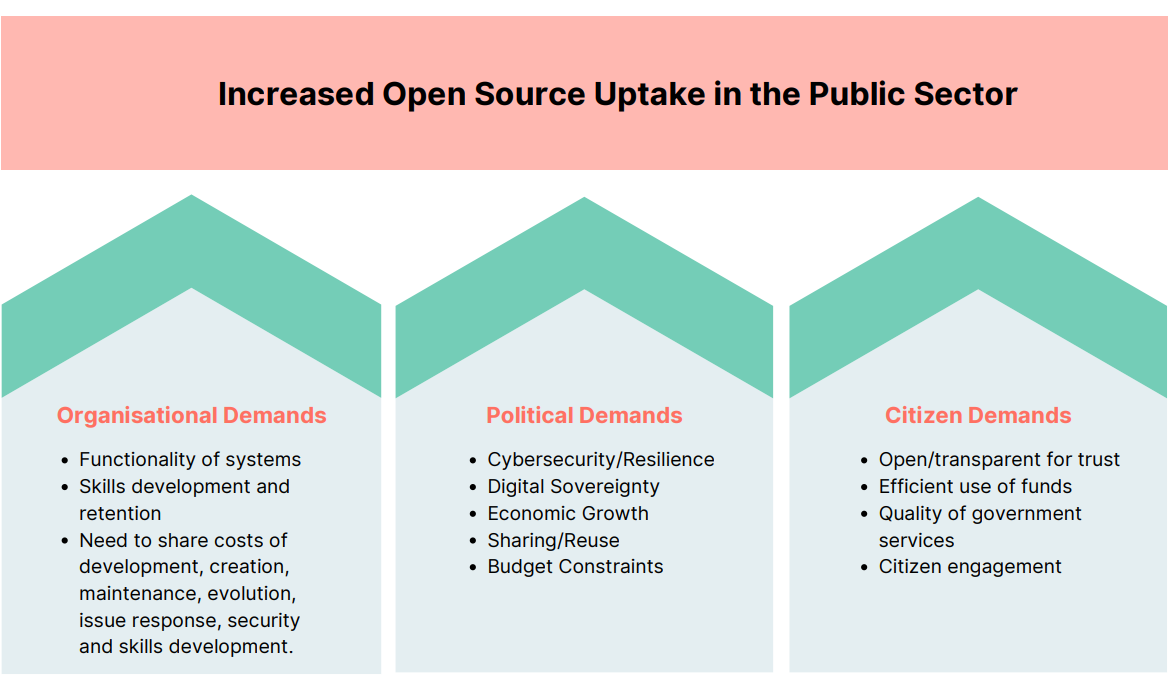
下述案例研究中将探讨开源参与度上升的原因，但理解这种发展的一种方式是透过开源对CIO所提新诉求的视角下考虑，通常不同的战略文件会对这些诉求进行概述。

For example, the European Commission’s OSS strategy outlines the strategic political reasons as follows: *“The European Commission aims to invigorate the EU’s unique social market economy, promote competition and encourage SMEs — our innovators and entrepreneurs. We want to bring Europe’s people together in an inclusive, open approach, to find new opportunities and transition to an inclusive, better digital environment that is ready for the realities of today’s global economy. In all of this, Open Source software has a role to play.”*

例如，欧盟委员会的开源软件战略概述了战略性政治原因，具体表述如下：*“欧盟委员会旨在振兴欧盟独特的社会市场经济，促进竞争和鼓励作为“我们的创新者和企业家”的中小企业。我们希望以包容、开放的方式将欧洲人民团结在一起，去寻找新的机会，向更包容、更好的数字环境过渡，为当今全球经济的发展做好准备。在所有的这些目标中，开源软件都可以发挥作用。*”

The graphic below summarises some of the demands that drive Open Source uptake in the public sector.

下图总结了公立领域使用开源的一些诉求。



**增加公立领域对开源的使用**

组织诉求

* 系统的功能
* 开发和保留技能
* 需要分担开发、创建、维护、发展、问题响应、安全和开发技能的成本

政治诉求

* 网络安全/弹性
* 数字主权
* 经济发展
* 共享/复用
* 预算约束

公民诉求

* 开放/透明的信任
* 有效利用资金
* 政府服务的质量
* 公民参与

Arguably the momentum towards more Open Source in the public sector has increased due to the demands listed above. It should be noted that the importance of each driver, and this list is far from exhaustive, will vary between countries, forms of government organisation, and history with working with Open Source.

可以说，由于上面列出的诉求，公立领域使用开源的趋势有所增加。值得注意的是，每个诉求的重要性（这个列表远没有详尽列举）将因国家、政府组织形式和参与开源的历史而异。

Out of the demands put on government CIOs, five strategic elements stand out.

在对CIO提出的诉求中，有5个战略要素十分突出。

**Digital Sovereignty**

**数字主权**

The notion of digital sovereignty is one of the key topics in digital policy debates in several jurisdictions as governments have recognized over-dependence on certain software solutions and capacities of a limited number of vendors. Open Source, especially when coupled with an open standards-based procurement process, offers [the public sector’s procurement authorities real choice and avoids vendor lock-in](https://openforumeurope.org/publications/open-strategic-autonomy/). This is not a new realisation, but seen from a strategic lens, high levels of lock-in across a society undermines digital sovereignty. This demand is driven by the political layer.

数字主权的概念是多个司法管辖区的数字政策辩论中的关键议题之一，因为政府已经意识到对某些软件解决方案的过度依赖及有限数量的供应商的能力。开源，特别是当它与基于开放标准的采购流程结合时，[它为公立领域的采购机构提供了真正的选择，并避免了供应商锁定](https://openforumeurope.org/publications/open-strategic-autonomy/)。这并非一个新认知，但从战略角度来看，整个社会的高度锁定破坏了数字主权。该诉求由政治层面推动。

**Economic Growth**

**经济增长**

The price of the public sector not working effectively with OSS is paid not only in higher monetary costs, lowered competition, inflexible systems and lock-in, but in high opportunity costs in terms of economic growth. The European Commission study on the [Impact of Open Source on the European Economy](https://digital-strategy.ec.europa.eu/en/library/study-about-impact-open-source-software-and-hardware-technological-independence-competitiveness-and) outlines the vast (largely unrealised) positive economic externalities in the form of growth, jobs and start-ups that come from governments releasing, using and contributing to OSS. This is also supported by the [findings of Frank Nagle’s research on the decision of the French Government](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3355486) to release more code, finding that “the regulation led to a 0.6% - 5.4% yearly increase in companies that use OSS, a 9% - 18% yearly increase in the number of IT-related startups, a 6.6% - 14% yearly increase in the number of individuals employed in IT related jobs”. This demand is also increasingly driven by the political layer.

公立领域不能有效使用开源软件所付出的代价，不仅是更高的货币成本、更低的竞争、不灵活的系统和锁定，还有经济增长中巨大的机会成本。欧盟委员会关于[开源对欧洲经济的影响](https://digital-strategy.ec.europa.eu/en/library/study-about-impact-open-source-software-and-hardware-technological-independence-competitiveness-and)研究概述了政府发布、使用和贡献开源软件带来了经济增长、就业和初创企业等方面巨大的（大部分并未实现的）积极经济外部效应。这也得到了[Frank Nagle关于法国政府决定发布更多代码所做的研究结果](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3355486)也印证了这点，他发现，“这项规定导致使用开源软件的企业每年增加0.6%-5.4%，与IT相关的初创企业数量每年增加9%-18%，从事IT相关工作的人数每年增加6.6%-14%。”该诉求也日益由政治层面推动。

**Interoperable Cross-border and Cross-sector Public Services**

**互操作性的跨境与跨部门公共服务**

Open Source, especially when coupled with the use of open standards, give the public sector more opportunities to harmonise services between adjacent nations. This interoperability also lends the public sector the ability to leverage the very best minds to solve problems, regardless of location. Finally, code sharing, reuse and modification decreases the time needed to improve or launch citizen services / back office applications.

开源，特别是当它与开放标准一起使用时，它为公立领域提供了更多的机会来协调相邻国家之间的服务。这种互操作性也使公立领域能够利用最优秀的人才来解决问题，而不受地理位置的制约。最后，代码的共享、复用及修改将改进或创建公民服务/后台应用程序所需时间减少了。

**Transparency and Accountability of Government Digital Services**

**政府数字服务的透明度和负责度**

Open Source is not a silver bullet for trust and transparency, but increases the ability of citizens to inspect and interact with the code that makes up a digital service. This demand is driven both by citizens themselves and politicians. In order to fulfil the promise of digital government, citizens must trust the services that are provided. Generally, but also for digital services, [social trends are leading to increased demands for citizen participation, SME-involvement and more government operational transparency and accountability](https://www.sciencedirect.com/science/article/abs/pii/S0740624X17300175).

开源并不是信任和透明度的灵丹妙药，但它增加了公民检查组成数字服务的代码并与之进行交互的能力。该诉求由公民自己和政客推动。为了实现数字化政府的承诺，公民必须信任被提供的服务。总体而言，[社会趋势正在使得对于公民参与度、中小企业参与度以及提高政府运作透明度和负责度的诉求增加](https://www.sciencedirect.com/science/article/abs/pii/S0740624X17300175)，数字服务也是如此。

**Skills and Talent Acquisition**

**技能和人才招募**

All organisations, both in the private and the public sector, struggle to find technical talent. In the private sector, Open Source has drastically increased as it allows developer teams, and by extension companies, to share costs of development, creation, maintenance, evolution, issue response, security and skills development. Moreover, [Open Source is the preference of developers](https://www.slashdata.co/free-resources/state-developer-nation-18th-edition?) as it increases their ability to more quickly iterate on solutions to solve technical challenges while delivering high-quality code.

所有组织（无论是在私立领域还是公立领域）都在努力寻找技术人才。在私立领域，开源已经陡然发展，因其允许开发团队（并通过扩展到企业）分担开发、创建、维护、发展、问题响应、安全和开发技能的成本。此外，[开源是开发者的首选](https://www.slashdata.co/free-resources/state-developer-nation-18th-edition?)，因为在他们交付高质量代码的同时它提高了他们更快速地迭代解决方案从而解决技术难题的能力。

**AN OSPO DEEP DIVE**

**OSPO的深入解析**

The OSPO presents an opportunity as increasing demands are made of Open Source software and today’s government CIO. The demands on OSS go far beyond the code and extend to the organisational culture, commitment to openness and transparency, and, above all, cooperation. When we talk about digital policy and software, we talk about Open Source. It is the fundamental innovation layer for the digital world. For the government CIO, the OSPO is the interface between their organisation and that layer.

随着人们对开源软件和当今的CIO的诉求越来越大，OSPO迎来了发展机遇。对开源软件的诉求已远远超出了开放代码的范围，该诉求延伸到组织文化、对开放性和透明度的承诺，以及最重要的合作方面。当我们谈及数字政策与软件，我们谈论的是开放源代码。它是数字世界的基础创新层。对于CIO来说，OSPO是他们的组织与该层之间的接口。

The OSPO is an established concept in the private sector. The academic and government sectors are now increasingly building OSPOs. An OSPO is an institutional organisational construct that supports and accelerates the consumption, creation, and application of Open Source software. It is the central office of an institution, which works on the policy objectives of the institution that intersect with Open Source.

OSPO是私立领域创造的概念。当前，越来越多的学术界和政府部门也在设立OSPO。OSPO是一种制度性组织结构，它支持并促进消费、创建与应用开源软件。它是机构中的中心办公室，致力于实现该机构与开源相关的政策目标。

Depending on its sector, size and type, an organisation’s Open Source goals will differ. Organisations build OSPOs to meet those goals, and thus all OSPOs are different.

根据其部门、规模和类型的不同，组织的开源目标也会有所不同。各组织建立OSPO是为了实现这些目标，因此所有的OSPO各不相同。

The establishment of OSPOs in the private sector has been fundamental in figuring out how to unlock the vast amounts of value and to spur innovation through Open Source, benefiting shareholders worldwide. The rise of the OSPO is a direct consequence of the ubiquity of Open Source today. [In fact, 92% of all applications use Open Source components](https://blog.tidelift.com/open-source-is-everywhere-survey-results-part-1).

在私立领域建立OSPO，对于找出如何通过开源释放大量价值并刺激创新从而使全球股东受益的方法来说至关重要。OSPO的兴起是今天开源无处不在的直接结果。[事实上，92%的应用程序都使用了开源组件](https://blog.tidelift.com/open-source-is-everywhere-survey-results-part-1)。

Companies build OSPOs in order to provide the capacity, skills and engagement needed to be a part of the Open Source ecosystem in a meaningful way. They are a response to the realisation that using Open Source is not a choice anymore, but a necessity.

企业建立OSPO是为了提供必要的能力、技能及共同体参与，以便其以有意义的方式成为开源生态系统的组成部分。OSPO回应了如下认知：使用开源不再是一项选择，而是必需。

Larger companies have put effort and resources into learning and adopting processes and methodologies that are characteristic for Open Source developments.

大型企业已经在学习并采用开源开发所特有的流程及方法上投入了精力与资源。

For the government, most aspects that are relevant for the private sector OSPOs apply, but the government OSPO can (and potentially should) have a broader mandate. That is because the public sector’s responsibility towards citizens is broader than that of companies to their shareholders. Seen from this lens, the OSPO can on the one hand help achieve Open Source goals, but it can also to meet broader policy goals that require Open Source.

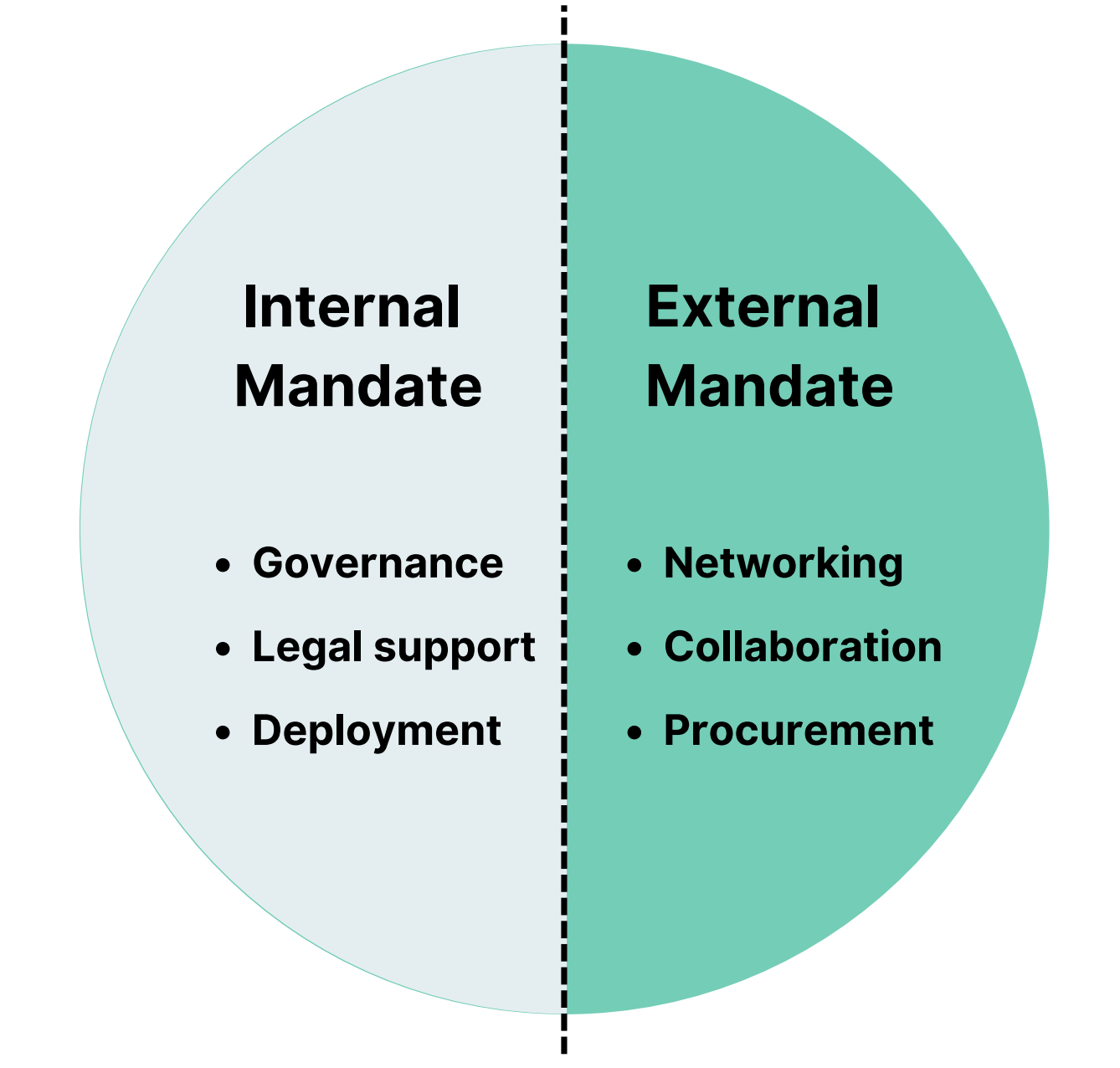
私立领域OSPO的大多数方面都能适用于政府，但政府OSPO可以（也应该）开展更宽泛的工作。因为公立领域对公民的责任比企业对股东的责任更大。从这个角度看，OSPO一方面可以帮助实现开源的目标，另一方面也可以满足需要开源的更宽泛的政策目标。

In other words, the OSPO’s responsibility should importantly include the day-to-day dealings with software development and maintenance, but it can (or should) also support the achievement of systemic policy goals such as privacy, security, trust, diversity, participation, and access to technology.

换句话说，OSPO的职权应该包括软件开发和维护的日常事务，但它可以（或也应该）支持实现全面的政策目标，如隐私、安全、认证、多样性、公民参与及技术获取。

The OSPO of yesteryear was internally-focused. The modern OSPO has clear internal and external mandates. This conceptual graphic, based on the model of the work of the [OSPO++ network](https://ospoplusplus.com/), shows how the OSPO is the interface of the organisation to collaborate with their peers OSPOs and others in the Open Source ecosystem (and beyond).

以前的OSPO是专注于内部的，现代OSPO则有明确的内部和外部职权。下文的概念图基于[OSPO++联络网](https://ospoplusplus.com/)的工作模型，显示了OSPO是组织与其他同行OSPO及开源生态系统中（及之外）的其他人的协作接口。



**Internal Mandate**

**内部职权**

The OSPO has a horizontal outlook on the organisation in which it is housed. This allows for using existing resources in an effective way. Examples of activities within the internal mandate are listed below. This includes implementing appropriate tools, platforms and practices required for best practice OSS development and cybersecurity. Moreover, this mandate of the OSPO supports the evolution of open culture within the organisation, going beyond software and digital infrastructures. It is built as a tool for culture change. The European Commission OSPO has this role explicitly, and [the Microsoft OSPO can be seen as a private sector example of the “culture change-OSPO”](https://www.youtube.com/watch?v=WDjh_nbAAeg&ab_channel=JHUSheridanLibraries%26UniversityMuseums).

OSPO对组织有一个横向的展望，这可以有效地利用现有资源。下文列举了OSPO内部职权范围内的活动实例，包括实现开源软件开发最佳实践和网络安全所需的适当工具、平台和实践。此外，OSPO的内部职权支持了组织内部开放文化的发展，这超越了软件和数字基础设施建设的层面。它是作为文化变革的工具而建立的。欧盟委员会的OSPO明确发挥了这一作用，[微软的OSPO可以被视为“OSPO文化变革”的私立领域例子](https://www.youtube.com/watch?v=WDjh_nbAAeg&ab_channel=JHUSheridanLibraries%26UniversityMuseums)。

Examples of activities within the internal mandate of an OSPO include:

OSPO内部职权内的活动实例包括：

* ensuring legal compliance
* 确保合法合规
* developing and implementing OSS strategies
* 制定和实施开源软件战略
* helping teams launching new software projects to use Open Source well
* 帮助启动新软件项目的团队更好地使用开源
* Cooperative Digital Strategy
* 数字化合作战略
* measuring the organisation’s usage of OSS and progress (metrics and statistics)
* 衡量组织对开源软件的使用和进展（指标和统计数据）
* shaping funding programs for OSS
* 为开源软件制定募资方案
* providing training and guidance for employees on how they could engage in OSS activities
* 为员工提供培训和指导，让他们了解如何参与开源软件活动
* advocating and communicating internally about Open Source initiatives, and any other activities that make up the organisation’s involvement in Open Source
* 在内部宣传和交流有关开源的倡议，以及组织参与开源的任何其他活动。

**External Mandate**

**外部职权**

The OSPO needs to provide direct value for the organisation that it serves through its internal mandate. Due to the nature of Open Source, however, OSPO-enabled organisations are meant to be part of communities that co-create value. Thus, the modern OSPO has a significant external mandate to be able to identify new projects, tools, actors and practices that can improve the organisation’s work, effectiveness and future strategies of the OSPO and of the organisation as a whole. As the case studies will show, this external component is often cited by public officials and those involved in OSPO networks as one of the most crucial features of an OSPO in supporting the organisation it serves.

OSPO需要在内部职权下为其服务的组织提供直接价值。然而，由于开源的本质，启用OSPO的组织意味着成为共同创造价值的共同体的一部分。因此，现代OSPO有一个重要的外部职权，即确定新的项目、工具、行动者和实践，从而改善OSPO和整个组织的工作、效率和未来战略。正如案例研究所示，政府官员和OSPO参与者经常认为这一外部职权是OSPO在支持组织方面的最关键特征之一。

On the flip side, there is often a challenge that external Open Source developers and projects face when they want to engage with a public sector organisation on Open Source: whom to contact if they want to discuss a potential solution, or are not sure about the licensing related to a government-run digital solution? This can and should go beyond code. An OSPO can provide such an interface: an entryway for other public officials, developers and OS projects, and for other OSPOs nationally and globally.

另一方面，当外部开源开发者和项目想与公立领域的组织进行开源合作时，往往会面临一个挑战：如果他们想讨论一个潜在的解决方案，或者不确定与政府管理的数字解决方案有关的许可问题，那么他们该与谁联系？这可能而且应该超越了代码层次。OSPO可以提供这样一个接口：为其他政府官员、开发者和开源项目，以及为国内和全球的其他OSPO提供一个入口。

When it comes to the day-to-day activities of the organisation, the government OSPO’s external mandate can assist the organisation in the communication and translation between policy, procurement, IT, and vendors, as well as with the other public organisations that they collaborate with in the acquisition process. This is especially important and visible on the municipal level.

当涉及到组织的日常活动时，政府OSPO的外部职权可以协助组织在政策、采购、IT和供应商，以及他们在采购过程中合作的其他公共组织之间，进行沟通与翻译。这在市政一级尤为重要和明显。

Procurement will activate both the internal and external mandates. Arguably, this will be the most monetary value the OSPO can bring to the public sector organisation. The establishment of an OSPO adds the competence and resources supporting effective procurement of OSS products and services. The OSPO can assist in identifying Open Source alternatives, evaluating the products and services against requirements and specifications, assessing the health and security of the OSS projects, calculating total cost of ownership, and determining need for customisation and integrations.

采购将激活内部和外部职权。可以说，这将是OSPO能为公立领域的组织带来的最大货币价值。OSPO的建立增加了支持有效采购开源软件产品和服务的能力与资源。OSPO可以帮助确定开源替代方案，根据诉求和规范评估产品和服务，评估开源软件项目的健康和安全，计算所有权的总成本，并确定定制化与集成的需求。

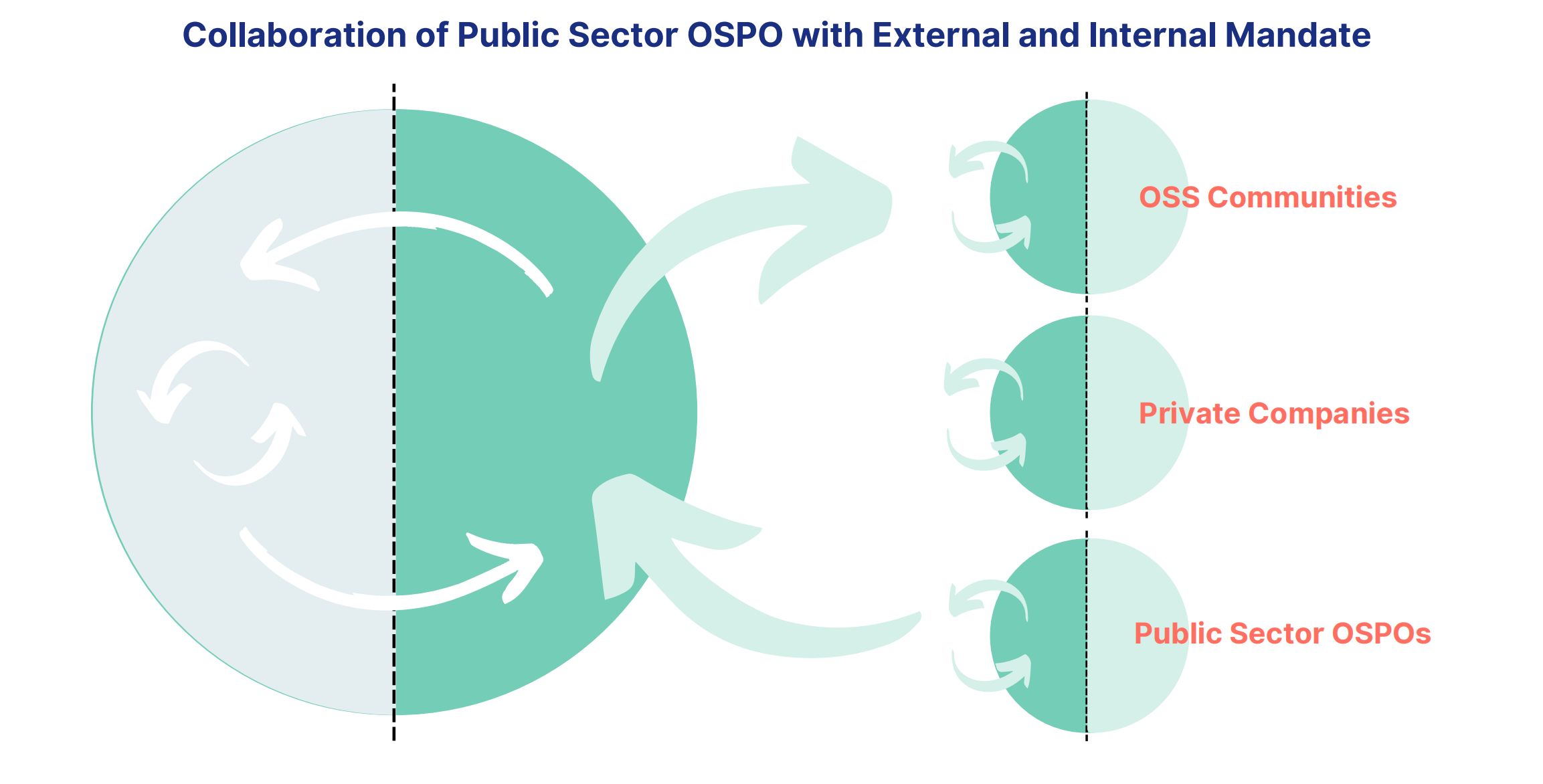
Examples of activities within the external mandate of an OSPO include:

OSPO外部职权内的活动实例包括：

* receiving and giving external code contributions securely and sustainably
* 安全、可持续地接受和提供外部代码贡献
* advocating and communicating externally about Open Source initiatives, and any other activities that organise the organisation’s involvement in Open Source
* 对外宣传及交流有关开源的倡议，以及组织参与开源的任何其他活动
* developing collaborations with foundations/organisations and OSS communities
* 与基金会/组织和开源共同体开展合作
* providing knowledge and awareness of what alternatives are already developed in Open Source to avoid unnecessary replication
* 提供对开源领域已开发的替代方案的认识及认知，以避免不必要的重复
* managing the diversity of Open Source stakeholders in the ecosystem
* 管理生态系统中开源利益相关者的多样性
* supporting the procurement of OSS products and services
* 支持开源软件产品和服务的采购
* enabling the sharing and reuse of software
* 实现软件的共享和复用

**An important point of refinement is that OSPO as an interface should not create an additional bureaucratic layer—it should be an enabler. In other words, not everything needs to go through the OSPO.**

**一个重要的改进点是：作为接口的OSPO不应该创建额外的官僚阶级，它应该是一个推动者。换句话说，不是所有事情都需要通过OSPO。**



The Government OSPO supports the flows of code, ideas, procurement, communications and knowledge within the organisation, as well as between the organisation as a whole and external stakeholders. It is the universal interface for everything ‘open’. It took the private sector decades to structure the rhythm of the internal and external mandates of OSPOs. For governments, which have a clearer mandate to collaborate instead of compete, this should come more naturally.

政府OSPO支持组织内部以及整个组织与外部利益相关者之间的代码、思想、采购活动、信息和知识的交流，它是一切“开放”的通用接口。私立领域花了几十年的时间来构建OSPO的内部和外部职权，对政府来说，其任务更明确，即是合作而非竞争，这应该是理所当然的事情。

**CASE STUDIES OF PUBLIC SECTOR OSPOs**

**公立领域OSPO的案例研究**

**The European Commission OSPO**

**欧盟委员会OSPO**

The European Commission announced its intent to build an OSPO ([EC OSPO](https://joinup.ec.europa.eu/collection/ec-ospo)) in October 2020. This was a part of the presentation of its [Open Source software strategy 2020-2023](https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/informatics/open-source-software-strategy_en). The Commission published this iteration of the Open Source software strategy as a Commission Communication, making it the strategy of the European Commission as a whole, and not just the IT directorate. It also gave the OSPO a stronger political mandate.

欧盟委员会宣布将于2020年10月建立一个OSPO（[EC OSPO](https://joinup.ec.europa.eu/collection/ec-ospo)）。这是其[2020-2023年开源战略](https://commission.europa.eu/about-european-commission/departments-and-executive-agencies/informatics/open-source-software-strategy_en)介绍的一部分。欧盟委员会将开源战略的这一迭代公布为“委员会通讯文件”，使其成为整个欧盟委员会的战略，而不仅仅是IT总署的战略。这也使OSPO获得了更强的政治任务。

The EC OSPO works to enable the vision and achieve the goals outlined in the OSS strategy: “*The Commission leverages the transformative, innovative, and collaborative power of Open Source, encouraging the sharing and reuse of software solutions, knowledge and expertise, to deliver better European services that enrich society and focus on lowering costs to that society.*”

EC OSPO致力于实现开源战略中概述的愿景及目标：“*欧盟委员会利用开源的变革、创新和协作能力，鼓励软件解决方案、相关知识和专业知识的共享和复用，从而提供更好的欧盟服务，丰富社会并注重降低社会成本。*”

The EC OSPO is a tool for culture change within the Commission. It works “[to reinforce and extend the open-source working culture](https://commission.europa.eu/select-language?destination=/node/9).” It is housed within the Directorate General for Informatics, but is meant to support all directorates-general, and is supposed to be given the political and organisational support to do so. This is because software development, use and uptake takes place across the institution. The OSPO is supposed to work across these teams and projects to make Commission-developed source code available to all developer teams. This is done first within the Commission. The OSPO is currently working to remove identified legal and technical barriers so that the Commission will, with the support of the OSPO, make more of its solutions publicly available.

EC OSPO是欧盟委员会内部文化变革的一个工具。它的作用是“[加强和扩大开源文化](https://commission.europa.eu/select-language?destination=/node/9)”。它隶属于“信息总署”，但旨在支持所有的总署，并在政治和组织上得到支持来这样做。这是因为软件的开发、使用和普及涉及整个机构。OSPO应该在这些团队和项目之间开展工作，使欧盟委员会所开发的源代码可供所有的开发团队使用。这项工作首先在欧盟委员会内部进行。目前，OSPO正在努力消除已识别的法律和技术障碍，以便欧盟委员会在OSPO的支持下公开提供更多的解决方案。

Over time, the European Commission wants to use the OSPO to prepare itself to accept Open Source contributions from outside the organisation and open itself up to wider collaboration. This could go beyond code. The OSPO and the strategy also indicate a commitment to actively support Open Source developer communities beyond the Commission’s walls. Practically, the goal with the OSPO is to connect and engage with Open Source communities and projects—especially those contributing to the tools the Commission depends on, such as it has already done with [Drupal](https://www.drupal.org/european-commission).

欧盟委员会希望利用OSPO为自己做好准备，逐渐接受来自组织外的开源贡献，并开放面向更广泛的合作。这可以超越代码层面。OSPO和该战略还承诺积极支持欧盟委员会之外的开源开发者共同体。实际上，OSPO的目标是连接和参与开源共同体和项目，特别是那些为欧盟委员会所依赖的工具做出贡献的共同体及项目，例如[Drupal](https://www.drupal.org/european-commission)案例。

***译者注：****Drupal是开源软件，目前由超过63万使用者和开发者共同维护和持续开发。Drupal遵循GNU通用公共许可协议，每个人都可以免费下载、分享使用。在这种开放的开发模式下，开发者可以持续引进网络发展中的最新技术，使Drupal成为技术领先的平台。Drupal的原则是鼓励模块化、标准化、合作、易用性等。Drupal共同体提供支持的方式多种多样——聊天工具、论坛、在Drupal大事件期间面对面交流。共同体还为Drupal创建了文档，涉及到使用Drupal的主要话题。Drupal全球共同体引领着各项创新，使Drupal越来越被网络开发者和站长们偏爱。每个人都可以参与到Drupal共同体中来，并作出贡献。*

The EC OSPO shows that a government OSPO doesn’t have to be large or expensive to make an impact. The European Commission has around 32,000 employees. The OSPO’s initial team was two people. The Commission then reinforced the OSPO with a new hire bringing additional institutional and managerial knowledge and competencies, and whose main responsibility is to develop the EC OSPO organisationally.

EC OSPO表明，一个政府的OSPO不必规模庞大或成本高昂，也能产生影响。欧盟委员会约有32000名员工，OSPO最初的团队只有两个人。随后，欧盟委员会加强了OSPO，新聘人员带来了更多机构管理的知识和能力，其主要职责是在组织方面发展EC OSPO。

The EC OSPO was the logical next step after 20 years of increased work with Open Source in the European Commission. That said, the authors of the strategy put a lot of consideration into setting up an OSPO in the Commission. The idea had been circulating for a few years among the officials most closely engaged with Open Source in the institution. A key preceding process was the development of [a study by an external consultancy of the Commission’s Open Source governance and adoption](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2020-05/D10.2_Public%20version%20of%20the%20final%20report%20FINAL.pdf). In this study, the recommendation to build an OSPO came from conversations with private companies, governments and civil society organisations. More specifically, it recommended setting up an EC OSPO as a “state-of-the-art structure in corporate management”. This was based on examples from the initiatives taken by the French national government and Google’s Open Source Programme Office.

EC OSPO是欧盟委员会20年来加大开源方面的工作下的顺理成章的下一步。尽管如此，该战略的制定者对在欧盟委员会内设立OSPO有大量考虑，这个想法已经在该机构与开源关系最密切的官员中流传了数年之久。成立前的一个关键过程是[由外部咨询企业对欧盟委员会的开源治理和采用情况进行调查](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2020-05/D10.2_Public%20version%20of%20the%20final%20report%20FINAL.pdf)。在这项调查中，OSPO的成立建议是通过与私企、政府和民间社会组织的对话中达成的。更具体地说，它建议成立一个作为“企业管理的最先进结构”的EC OSPO。这是基于法国国家层面的政府和谷歌的开源计划办公室所采取的举措。

**The French Government OSPO**

**法国政府OSPO**

Like the European Commission, the French government is a long-time champion when it comes to promoting and using Open Source. It has over the years implemented several policies supporting OSS in its public sector. For example, [Circulaire 5608](https://www.legifrance.gouv.fr/circulaire/id/35837) requires all public entities to consider Open Source first in procurement. A key moment for the foundation of the French OSPO was the publication of the [Bothorel Report in 2020](https://www.economie.gouv.fr/files/files/directions_services/cge/Botherel-mission.pdf). This text, the result of a French parliamentary mission, recommended setting up a national OSPO. [In 2021, the Minister of Public Sector Transformation and the Civil Service announced the OSPO](https://digital-strategy.ec.europa.eu/en/library/study-about-impact-open-source-software-and-hardware-technological-independence-competitiveness-and) together with a range of actions to promote, adopt and improve OSS within public administrations.

和欧盟委员会一样，法国政府长期支持推广和使用开源。多年来，它在公立领域实施了若干支持开源软件的政策，例如，[5608号通函（Circulaire 5608）](https://www.legifrance.gouv.fr/circulaire/id/35837)要求所有公立领域在采购时首先考虑开源。法国政府OSPO成立的契机是[2020年Bothorel报告](https://www.economie.gouv.fr/files/files/directions_services/cge/Botherel-mission.pdf)的发布。这份文件是法国议会的成果，它建议设立一个国家级OSPO。[2021年，公共转型与民事服务部部长宣布成立OSPO，并宣布](https://digital-strategy.ec.europa.eu/en/library/study-about-impact-open-source-software-and-hardware-technological-independence-competitiveness-and)一系列在公共行政部门内推广、采用和改进开源软件的行动。

The new OSPO ([Pôle d’expertise logiciels libres](https://www.etalab.gouv.fr/accompagnement-logiciels-libres/)) is one of the first of its kind for a national government. It is housed within the Interministerial Directorate for Digital Services ([DINUM](https://www.numerique.gouv.fr/dinum/)), and thus supports all arms of the French government. Similar to the EC OSPO, the French Government OSPO gets its mandate from a strategy document: [Plan d’action logiciels libres et communs numériques](https://www.numerique.gouv.fr/publications/plan-action-logiciels-libres-communs-numeriques/). In short, the French OSPO works to increase awareness, use and development of OSS in the public sector.

新OSPO （[Pôle d 'expertise logiciels libres](https://www.etalab.gouv.fr/accompagnement-logiciels-libres/)/自由软件专家中心）是首个为国家政府设立的此类机构之一。它隶属于跨部委的数字总署（[DINUM](https://www.numerique.gouv.fr/dinum/)），因而支持法国政府的所有部门。与EC OSPO类似，法国政府OSPO从一份开源战略文件“[Plan d’action logiciels libres et communs numériques](https://www.numerique.gouv.fr/publications/plan-action-logiciels-libres-communs-numeriques/)/自由软件与数字共同体的行动计划”中获得授权。简而言之，法国OSPO致力于提高公立领域对开源软件的认知、使用及发展。

An important stated goal is [to increase the attractiveness of the public sector as an employer to young talent with digital skills](https://www.numerique.gouv.fr/publications/plan-action-logiciels-libres-communs-numeriques/). It does this through actions together with the [Blue Hats](https://joinup.ec.europa.eu/collection/open-source-observatory-osor/news/les-blue-hats" \l ":~:text=The%20Blue%20Hats%20is%20an,to%20others%20what%20this%20means.), the French government’s Open Source developer community, organising annual “Free and Open Source Sprint” events, but also through the use of Open Source itself. The stated reason is that developers and software engineers are less likely to choose a job where their ability to use and contribute to Open Source is limited.

法国政府OSPO的一个重要既定目标是[增强作为雇主的公立领域对具有数字技能的青年人才的吸引力](https://www.numerique.gouv.fr/publications/plan-action-logiciels-libres-communs-numeriques/)。它通过与法国政府的开源开发者共同体“[Blue Hats](https://joinup.ec.europa.eu/collection/open-source-observatory-osor/news/les-blue-hats" \l ":~:text=The%20Blue%20Hats%20is%20an,to%20others%20what%20this%20means.)”合作，组织年度“自由与开源冲刺”活动，同时也通过使用开源本身来实现这一目标。因为开发人员和软件工程师不太可能选择其使用和贡献开源能力受限的工作。

There are several ambitious initiatives that the OSPO will engage in. The government has for example dedicated 30 million EUR to finance Open Source solutions for local authorities. In terms of development, it will work with the publication of source code for the digital identity aggregator FranceConnect. Moreover, it will run the development of the site code.gouv.fr (also available in English). It is also launching the BlueHats Semester of Code programme in which engineering students will contribute for six months to Open Source software.

OSPO将参与几项宏伟的计划。例如，政府投入3000万欧元资助地方政府的开源解决方案。在开发方面，它将与法国网络账号联通平台FranceConnect合作公布平台的源代码。此外，它将运行开发code.gov.fr网站（也有英文版本）。它还推出了“BlueHats代码学期（BlueHats Semester of Code）”项目，软件工程专业的学生将贡献开源软件6个月。

Networking is of specific importance to a national OSPO. The French OSPO team stated that they cannot ignore work that is done in cities, municipalities, universities and other entities. Those experiences bring an important perspective and involving them ensures the best usage of resources and high rate of implementation, as well as innovations and modifications. There is therefore a need for a strong collaboration and networking mechanism between the central OSPO and different agencies/entities.

建立联络网对国家OSPO具有特别重要的意义。法国OSPO团队表示，他们不能忽视在城市、市政机关、大学和其他组织所做的工作。这些经验带来了一个重要的观点：OSPO的参与确保了资源的有效配置、创新及改善。因此，有必要在中央OSPO和不同的机构/组织之间建立强大的协作和联络网机制。

According to the OSPO team, the key Open Source challenge is realising the potential of sharing and reuse of Open Source solutions. There is a strong need to make sense of all the Open Source resources available so that other parts of the administration can use them, and avoid duplication. This also extends to cities, towns and municipalities that often have similar needs in terms of software products. There is also a need to help agencies developing and maintaining these solutions to find new users. The goal is to have a set of ready-made solutions that can be downloaded and installed easily by a diverse set of public sector users and organisations.

OSPO团队表示，发掘共享和复用开源解决方案的潜力是关键的开源挑战。他们非常需要了解所有可用的开源资源，以便政府的其他部门可以使用它们，并避免重复。该需求也延伸到了城市、乡镇和直辖市，且在软件产品方面往往也有类似的需求。此外，还需要帮助机构开发和维护这些解决方案，以寻找新用户。他们的目标是提供一套现成的解决方案，可供不同的公立领域的用户和组织轻松下载和安装。

The biggest challenge of the OSPO, however, is similar to that of the government CIO in general: meeting diverse demands and needs. The OSPO is asked to address the needs of the many arms of the public sector—from ministries, departments, specific initiatives and local public sector institutions. In other words, the OSPO has an internal mandate to support the Open Source engagement of the government, but also an external mandate to engage with cities, municipalities, universities and other entities.

然而，OSPO面临的最大挑战与一般的政府CIO面临的类似：满足不同的诉求和需求。OSPO要满足许多公立领域的诉求与需求，包括各部委、部门、实施部门和地方公立领域机构。换句话说，OSPO有支持政府参与开源的内部职权，也有与城市、市政当局、大学和其他实体合作的外部职权。

**The City of Paris OSPO**

**巴黎市OSPO**

The creation of the City of Paris’OSPO was announced in November 2021, having as its most important aim to be the interface between public administration, community users and other projects and initiatives. A stand-out element of the process of setting up the Paris OSPO was that it was a bottom-up project. It was driven by a group of dedicated individuals in City Hall. A key moment on the City of Paris’ OSPO journey took place already in 2002, when the city council voted for opening the [Lutece platform](https://lutece.paris.fr/lutece/). Most of the open source initiatives put forward by the City of Paris over the last 20 years, and now the idea of building an OSPO, stem from this project.

巴黎市OSPO于2021年11月宣布成立，其最重要的目标是成为公共行政部门、共同体用户和其他项目、倡议之间的接口。在建立巴黎OSPO的过程中，一个突出的因素是它是一个自下而上的项目。它是由市政厅的一群热心人士推动的。巴黎市OSPO发展历程中的一个契机发生在2002年，当时市议会投票赞成开放[Lutece平台](https://lutece.paris.fr/lutece/)。巴黎市在过去的20年里提出的大部分开源倡议，以及现在建立OSPO的想法，都源自于这个项目。

As with the European Commission, several exchanges with other institutions predated the setting up of the OSPO. For example, the team in the Paris City Hall was, ahead of the announcement, involved with the OSPO initiatives [OSPO++](https://ospoplusplus.com/) and the [OSPO Alliance](https://ospo.zone/). This in turn added the culture of networking with other OSPOs into the mindset and working methods of the Paris OSPO from the outset.

与欧盟委员会一样，巴黎市政府在OSPO成立之前就与其他机构进行了多次交流。例如，在宣布成立之前，巴黎市政厅的团队就参与了OSPO倡议中的[OSPO++](https://ospoplusplus.com/)和[OSPO联盟](https://ospo.zone/)。这反过来又使得与其他OSPO建立联系的文化从一开始就融入了巴黎市OSPO的思维方式和工作方法中。

The city has tasked its OSPO with increasing its capacity to participate in Open Source communities. The goal of this is, on the one hand, to strengthen the community around Lutece. On the other hand, it is also a way to communicate to other OSPOs, Open Source communities, and their own administration that the City of Paris is serious and professional when it comes to Open Source.

巴黎市要求其OSPO提升参与开源共同体的能力。这样做的目的一方面，是为了加强围绕Lutece的共同体，另一方面，这也是向其他OSPO、开源共同体和他们自己的行政部门传达巴黎市对开源事业的认真度和专业度。

The City of Paris’ focus on external communities and networking is important, but the Paris OSPO underscores that it is first and foremost working on strengthening its own capacity. They want to formalise their internal Open Source processes, such as licence compliance, and they must add value to the city’s IT administration. They state that Open Source is already part of the day-to-day reality for the modern public sector CIO, for whom the OSPO works, but the City needs more structure to get the most out of Open Source. The internal mandate of the OSPO is to develop policies for compliance, technical ability and experience, in order to fully be able to participate in the ecosystem over time. In order to make this actionable, the Paris OSPO is adopting a tailored version of the [OW2 Good Governance initiative guidelines](https://ospo.zone/ggi/). The OW2 Good Governance initiative aims to increase awareness and expertise on how to use and contribute to Open Source software through organisation-wide policies. It provides a blueprint for implementation of an Open Source Programme Office within the organisation.

虽然关注外部共同体和联络网很重要，但巴黎市OSPO强调，它首先致力于加强自身能力。他们希望将其内部的开源流程正规化，例如许可证合规性审计，并且他们必须为城市的信息技术管理增加价值。他们表示，对于OSPO为之工作的现代公立领域CIO来说，开源已经是日常事务的一部分，但城市需要更多的组织结构来最大限度地利用开源。OSPO的内部职权是制定合规性、技术能力和经验方面的政策，以便组织能够逐渐充分参与到开源生态系统中。为了使这内部职权可付诸行动，巴黎市OSPO正在采用定制版的[国际开源共同体OW2的善治（Good Governance）倡议](https://ospo.zone/ggi/)指引。OW2善治倡议旨在通过实施组织范围内的政策，增加对如何使用和贡献开源的认知和专业知识，它为在组织内实现开源计划办公室提供了蓝图。

The City of Paris built its OSPO to increase its digital sovereignty and technical autonomy. In theory, the team says, it would be less costly and easier to build the city's digital infrastructures with outsourced suppliers and licensed software. But this means losing control over its digital assets and, over time, decreasing the government's ability to engage with the technology. This is a source of over-dependence and lock-in. Avoiding this is a political demand for digital sovereignty from both politicians, high-level public officials and citizens. It has been an important driver for the setting up of the OSPO.

巴黎市建立OSPO是为了增加其数字主权和技术自主权。巴黎OSPO团队表示，理论上，通过外包供应商和授权软件来建设城市的数字基础设施成本更低，也更容易。但这意味着失去了对数字资产的控制，而且政府参与技术的能力会逐渐下降，这是过度依赖和技术封锁的根源。避免这种情况的发生是政客、高级公务员和公民对数字主权的政治诉求，这也是设立OSPO的一个重要驱动力。

Looking to the next few years, the Paris team sees great potential in creating a network of city OSPOs. Cities are big deliverers of digital government services, and often in a different, more direct way than national governments. But to achieve the Open Source goals set up by Paris, the existing network of initiatives that are mostly at national level don’t fully respond to their needs. Cities should specifically work together focusing on experience-sharing, common testing of ideas, programs, and, perhaps most importantly, software itself.

展望未来几年，巴黎OSPO团队看到了创建城市OSPO网络的巨大潜力。城市是数字化政府服务的主要提供者，而且往往会通过与国家政府不同、更直接的方式提供服务。但是要实现巴黎市制定的开源目标，现有的大部分国家层面的倡议都不能完全满足他们的需求。城市应开展具体的合作，重点是经验分享、共同测试想法、程序，也许最重要的是软件本身。

For the public sector, Open Source is more than just code and IT management, however. While the OSPO is a useful concept that helps operationalise its Open Source involvement, the Paris team sees it as one part of the larger idea of digital commons and public goods. Sharing software is easy, but reuse is difficult. The aim of the City’s OSPO is to avoid unnecessary duplication. A network of city OSPOs should be built to lower the transaction costs of sharing and reusing digital government solutions. The City of Paris approach towards this has been to work with implementing the [OSPO++](https://ospoplusplus.com/) collaborative model. This is the biggest promise of networked OSPOs.

然而，对于公立领域来说，开源不仅仅是代码和信息技术管理。虽然OSPO是一个实用的概念，有助于实现开源参与，但巴黎OSPO团队认为它是数字公地（digital commons）和公共产品这一更大理念的一部分。共享软件很容易，但复用很难。城市OSPO的目的是为了避免不必要的重复。因此，应该建立一个城市间OSPO联络网，以降低共享和复用数字化政府解决方案的交易成本。巴黎市为此采取了实施[OSPO++](https://ospoplusplus.com/)合作模式的方法，这是网络化OSPO的最大承诺。

**OSPO NETWORKS ENABLING THE SHARING AND REUSE OF SOFTWARE**

**OSPO网络实现软件共享和复用**

From the case studies, it becomes clear that the OSPO’s value proposition for the public sector is closely related, but fundamentally different to the value proposition in the private sector.

从案例研究中可以明显看出，OSPO对公立领域的价值主张与对私立领域的价值主张密切相关，但又有根本的不同。

It took more than a decade for the private sector OSPOs to go beyond legal and support to becoming agents in support of intercompany exchange and collaboration. Today, we see networks of corporate OSPOs in bodies such as the [OSPO Alliance](https://ospo.zone/) and [TODO Group](https://todogroup.org/).

私立领域的OSPO花费了十多年的时间，才超越了法律和支持部门，发展成为支持企业间交流合作的代理组织。如今，我们在[OSPO联盟](https://ospo.zone/)和[TODO小组](https://todogroup.org/)等机构都可以看到企业OSPO的联络网。

Public sector organisations building OSPOs are looking to externally enable them from the outset. On the one hand, this can be explained by the relatively limited resources internally when compared to the private sector. On the other hand, however, collaboration should come more naturally to the public sector since they have certain specialised project needs. Obvious examples here would be fire departments, police and libraries, but could also encompass digital services in general.

建立OSPO的公立领域的组织从一开始就计划从外部来使能它们。一方面，这是因为，与私立领域相比，公立领域的内部资源相对有限。然而，另一方面，由于公立领域有某些特定的项目需求，合作对他们来说应该更理所当然。像消防、警察和图书馆这样的公立领域就是典型的例子，除此之外也可能包括一般的数字服务。

It is important to note that there are innumerable collaborative networks meant to facilitate collaboration at speed and scale for public sector organisations at all levels. Yet, from an Open Source perspective or digital government more broadly, the potential of collaboration is not met. An interesting enabler that is quite unique to Open Source collaboration is that it offers an alternative legal basis for collaboration. Contracts and memoranda of understanding (MoUs) for formal collaborations between public sector organisations are bureaucratic and tedious to negotiate. But across the world already, Open Source projects that uphold the world’s digital infrastructure rest on a well-established legal framework that creates trust: the Open Source licence.

值得注意的是，有无数合作网络旨在促进各级公立领域的组织在速度和规模方面的合作。然而，从开源或更普遍意义上的数字化政府的角度来看，合作的潜力并没有得到充分挖掘。对开源合作来说相当独特的一个有趣的使能因素是，它为合作提供了另一种法律依据。公立领域的组织之间正式合作的合同和谅解备忘录（MoUs）是极具官僚主义的，谈判起来也很繁琐。但在世界各地，维护数字基础设施的开源项目已经建立在一个成熟的法律框架上——开源许可证——这个法律框架提供了可信服务。

This touches more on the potential than a widely accepted norm for Open Source collaboration in the public sector, but there are examples where it happens without contracts or MoUs. For example, several contributions to the City of Paris’ Lutece platform were provided through the Johns Hopkins University OSPO in Baltimore, the first university OSPO in the USA. [Lutece is now used by the St. Francis Neighbourhood Center in Baltimore](https://lutece.paris.fr/lutece/blog/new-contributors-from-the-johns-hopkins-university.html). The teams of the Paris and Johns Hopkins OSPOs described this as collaboration through unofficial channels that was done informally, but resting on the trusted Open Source licences used. This is a tangible example of OSPO collaboration, without the bureaucracy of contracts or MoUs, enabling actual sharing and reuse.

对于公立领域的开源合作来说，这不仅仅涉及到一个被广泛接受的规范，它更多触及的是潜力，但也有一些合作的例子，它在没有合同或谅解备忘录的情况下就发生了。例如，对巴黎市的Lutece平台的一些贡献是通过Baltimore的约翰霍普金斯大学OSPO提供的，这是美国的第一个大学OSPO。[Lutece现在被Baltimore的圣弗朗西斯邻里中心使用。](https://lutece.paris.fr/lutece/blog/new-contributors-from-the-johns-hopkins-university.html)巴黎OSPO和约翰霍普金斯OSPO的团队将此描述为通过非正式渠道进行的合作，但依靠的是所使用的可信的开源许可证。这是OSPO合作的一个实实在在的例子，在没有合同或谅解备忘录的官僚主义的情况下，实现了实际的共享和复用。

This matters because over the last couple of decades, the promise of sharing and reuse of software products for digital government has arguably not been realised. An explanation given by the European Commission’s OSPO representative is that “sharing is easy, reuse is harder”. Moreover, the European Commission’s “[Sharing and Reuse Framework for IT Solutions](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2017-10/sharing_and_reuse_of_it_solutions_framework_final.pdf)”, the [European Interoperability Framework](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2017-10/sharing_and_reuse_of_it_solutions_framework_final.pdf) in its different iterations, and countless national efforts have set in place approaches and processes to increase the “reusability” of software. This has undoubtedly increased the potential of reuse, but the OSPO can in the public sector context be seen as the enabler to actually achieve it. Reuse is hindered by organisational, legal, technical and communication barriers: the public sector OSPO with an external mandate targets all four. Moreover, matched with proper structures for internal compliance, the OSPOs lower transaction costs for Open Source collaboration at scale, while maintaining technical autonomy, risk mitigation and stability.

这一点很重要，因为在过去的几十年里，数字化政府的软件产品共享和复用的承诺可以说并未得到实现。欧盟委员会OSPO的代表给出的解释是：“共享很容易，复用很难。”此外，欧盟委员会的“[IT解决方案的共享和复用框架](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2017-10/sharing_and_reuse_of_it_solutions_framework_final.pdf)”，[欧洲互操作性框架](https://joinup.ec.europa.eu/sites/default/files/custom-page/attachment/2017-10/sharing_and_reuse_of_it_solutions_framework_final.pdf)的不同迭代，以及无数的国家努力，已经建立了提高软件“可复用性”的方法和程序。这无疑增加了复用的可能性，但在公立领域的背景下，OSPO可以被视为实现复用的推动者。复用受到了组织、法律、技术和交流障碍的阻碍：具有外部授权的公立领域OSPO针对所有这四个方面。此外，由于与适当的内部合规结构相匹配，OSPO降低了开源合作的交易成本，同时保持技术自主、风险缓解和稳定性。

**OBSERVATIONS AND CONCLUSION**

**观察与总结**

Hopefully, government CIOs will take conclusions from this paper that are specifically relevant for the organisation they represent. Taking a general perspective on the case studies, however, there are a few obvious observations regarding Open Source and OSPOs in the public sector. These should be relevant for most government CIOs.

希望政府CIO能从本文中得到与他们所代表的组织相关的结论。然而，从案例研究的一般角度来看，有一些关于公立领域的开源和OSPO的明显观察结果，这些应该与大多数政府CIO相关。

**Open Source Observations**

**开源观察结果**

* Open Source software is everywhere, and the public sector depends on it
* 开源软件无处不在，且公立领域依赖它
* The public sector needs to assess its Open Source use, compliance, security and key dependencies. This can be done through landscape studies, matrices and statistics
* 公立领域需要评估其开源的使用、合规性、安全性和关键的依赖关系。这可以通过形势研究、矩阵和统计来完成
* Sharing and reuse of software between public sector organisations holds the biggest promise, but it is still largely unrealised
* 公立领域的组织之间的软件共享和复用前景广阔，但它在很大程度上仍未实现
* Political goals, such as economic growth, digital sovereignty and cybersecurity, are supported by increased public sector Open Source competence and capacity
* 提高公立领域的开源能力和实力有助于实现政治目标，如经济增长、数字主权和网络安全
* Open Source saves money, and procurement law and structure matters, but to achieve full value, an organisation will require investments in capacity and changes to working culture
* 开源节约成本，采购法律和结构也很重要，但要实现全部价值，一个组织需要投资能力和改变工作文化
* Open Source matters for technical talent attraction and retention
* 开源对吸引和留住技术人才很重要

**OSPO Observations**

**OSPO观察结果**

* OSPOs are and should be different depending on the organisation and its goals
* OSPO是且应该是各不相同的，这取决于组织与其目标
* The value proposition of the OSPO is different in the public sector than in the private sector
* 公立领域与私立领域OSPO的价值主张是不同的
* OSPOs are tools to achieve open source goals and policy goals that require open source
* OSPO是实现开源目标和需要开源的政策目标的工具
* OSPOs are capacity and cultural change constructs
* OSPO带来了能力和文化变革
* OSPOs don’t require a big budget, but a strong mandate
* OSPO不需要很多的预算，但需要强有力的职权
* OSPOs are currently being built in organisations with extensive OSS experience
* 目前具有丰富开源软件经验的组织正在建立OSPO
* The OSPO needs a mandate to support the internal open source processes of the organisation, but for the OSPO to realise value from open source it needs an external mandate to collaborate
* OSPO需要一个支持组织内部开源进程的职权，但为了使OSPO从开源中实现价值，它需要一个进行外部合作的授权
* An OSPO will be as good as the strategy it supports
* 一个OSPO的好坏将取决于它所支持的战略
* When building an OSPO, learn from earlier efforts through the existing OSPO networks: don’t remake the wheel
* 在建立OSPO时，要通过现有的OSPO联络网从先前经验中学习，不要重复造轮子

**Conclusion**

**结论**

It is early in the process for OSPOs in government to make firm conclusions. That said, the general conclusion is that **OSPOs are built to give the Government CIO options and real choice**.

对于设立在政府的OSPO来说，要做出确定的结论还为时尚早。这就是说，一般的情况下，**OSPO的建立是为了向政府CIO提供真正的选择**。

Considering the observations from the case studies, as well as the theoretical considerations from the point of view of government CIOs, the OSPOs built or being planned are responses to the complex demands put on CIOs in terms of political goals and citizen needs.

考虑到从案例研究中所观察到的情况，并站在政府CIO角度的理论考虑，已建成或正在规划的OSPO是就政治目标和公民诉求方面向CIO所提复杂需求的回应。

OSPOs are responses to today’s digital reality where Open Source is ubiquitous and unavoidable. More importantly perhaps, they are also being built as a response to strategic goals where Open Source needs to be leveraged with intent. Strategic use of Open Source can increase an organisation’s, region’s or nation’s digital sovereignty and the jurisdiction’s economic growth in terms of start-ups, jobs and GDP. For the digital services themselves, Open Source is a tool to achieve better interoperability and quality, but at the same time it helps increase their transparency and accountability.

OSPO是对当今数字现实的回应，在这个现实中，开源无处不在且不可避免。也许更重要的是，它们的建立也是对战略目标的回应，在这种情况下，则需要有目的地使用开源。战略性地使用开源可以提升一个组织、地区或国家的数字主权，并提升该地区在创业、就业和GDP方面的经济增长。对于数字服务本身来说，开源是实现更好的互操作性和质量的工具，而同时它也有助于提高其透明度和负责度。

The OSPO is the institutional organisational construct that supports and accelerates consumption, creation, and application of Open Source software in the organisation that houses it. Doing this well in an organisation also has benefits for the government CIO in terms of attracting and retaining technical talent.

OSPO是一种制度性的组织结构，它支持并加速在组织内消费、创建和应用开源软件。在一个组织中做好这一点，对于政府的CIO来说，也有助于吸引和留住技术人才。

One of the main arguments for using Open Source in the public sector is IT cost savings, both in terms of acquisition and total cost of ownership. This is still true. The trend of building OSPOs in governments at all levels (local, municipal, regional, national and supranational) is however the result of Government CIOs now thinking about Open Source strategically, aimed at more ambitious goals.

在公立领域使用开源的主要原因之一是节省IT成本，无论是所有权的购置成本还是总成本。这一直是事实。然而，在各级政府（地方、市政、区域、国家和超国家）建立OSPO的趋势是当今政府CIO从战略上考虑开源的结果，旨在实现更宏伟的目标。

OSPOs give Government CIOs more pragmatic options. They give the executives of the organisations more options, flexibility, and control when it comes to their day-to-day as well as long-term strategic goals. This, in turn gives them the ability to better and more efficiently meet the diverse and complex demands put on them.

OSPO给政府CIO提供了更多的务实选择。当涉及到他们的日常工作和长期战略目标时，他们给组织的行政人员提供了更多的选择权、灵活度和控制权。这反过来又使他们有能力更好、更有效地满足对他们提出的各种复杂诉求。

**ADDITIONAL RESOURCES**

**更多资源**

**The OSPO Alliance**

**OSPO联盟**

[The OSPO Alliance](https://ospo.zone/about/) aims to bring actionable guidance and solutions to all organisations willing to professionally manage the usage, contribution to and publication of Open Source software, regardless of their size, revenue model or whether public and private. By professionalising the management of Open Source software, the OSPO Alliance will make engaging with Open Source software less risky and more predictable. It will lower barriers to adoption of Open Source and will enable organisations to leverage it to enhance their digital sovereignty.

[OSPO联盟](https://ospo.zone/about/)旨在为所有愿意对开源软件的使用、贡献和发布进行专业化管理的组织提供可操作的指导和解决方案，无论其规模大小、收入模式、以及是公立领域还是私立领域。通过对开源软件的专业化管理，OSPO联盟将使参与开源软件的风险变得更小且更可预测。它将降低使用开源软件的障碍，并使各组织能够利用它来加强其数字主权。

The OSPO Alliances has built and hosts the OSPO.Zone — an open experience-sharing platform to facilitate discovery of tools and best practices and help define the state of the art in this domain.

OSPO联盟已经建立并主持了OSPO.Zone——一个开放的经验分享平台，以促进工具和最佳实践的探索，并帮助定义该领域的技术状态。

**OSPO++**

**OSPO++**

[OSPO++](https://ospoplusplus.com/) is a network and a community of collaborative Open Source Program Offices in universities, governments, and civic institutions. It builds resources to help create OSPOs, actively engaging in discussions on how to best manage and grow Open Source programs, and how to garden sustainable communities that last.

[OSPO++](https://ospoplusplus.com/)是一个由大学、政府和民间机构的OSPO组成的联络网和合作共同体。它提供资源，来帮助创建OSPO，积极讨论如何最好地管理和发展开源项目，以及如何建立持久的可持续的共同体。

**TODO Group**

**TODO小组**

[TODO](https://todogroup.org/) is an open community of practitioners who aim to create and share knowledge, collaborate on practices, tools, and other ways to run successful and effective Open Source Program Offices or similar Open Source initiatives.

[TODO](https://todogroup.org/)是一个从业者的开放共同体，这些从业者旨在创造和分享知识，在实践、工具和以其他方式进行合作，从而成功有效地运行OSPO或类似的开源计划。

TODO Group is formed by its 1,600+ Community participants and supported by its 70+ General Members.

TODO小组由其1600多名共同体参与者组成，并受到其70多名普通会员支持。

**免责声明：**本报告由开放原子开源基金会组织翻译，并按照CC-BY-NC-SA 4.0协议授权您使用、复制、传播。如您对本译文有任何建议或意见，欢迎您联系我们：zhaohailing@openatom.org。但也请您注意，本译文并非官方译本，仅供您参考。开放原子开源基金会不提供与本译文相关的任何明示或默示担保，包括对准确性、可靠性、适销性、特定用途适用性和不侵权的任何默示担保。报告英文原文请见：https://openforumeurope.org/publications/the-ospo-a-new-tool-for-digital-government/.

**项目介绍：**“源译识”翻译项目是由开放原子开源基金会发起的开源公益翻译项目，旨在通过共译凝聚对开源的共识。目前本项目主要涉及开源许可证翻译、开源案例翻译、开源书籍翻译及开源报告翻译等。详情请见：<https://atomgit.com/OpenAtomFoundation/translation> .