

ESCWA Capacity Building Workshop on Open Government in the Arab Region

Beirut, 3 July 2019

Economic and Social Commission for Western Asia

Participation, collaboration and engagement (1):

Collaboration and engagement



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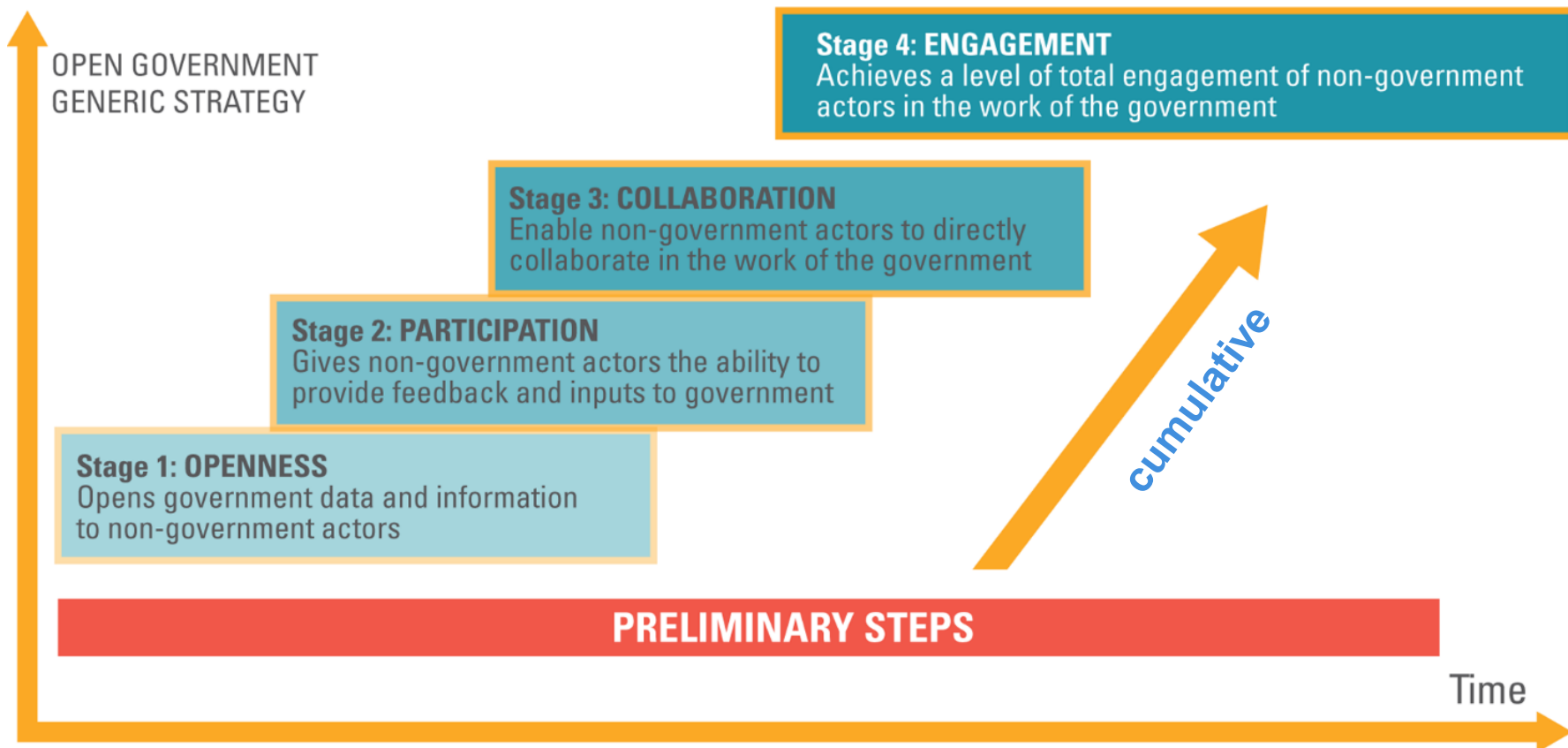


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ESCWA generic open government strategy

Four phases of open government



Six strategic objectives

1. Developing policy and strategy
2. Providing institutional frameworks
3. Setting up legal and regulatory frameworks
4. Upgrading government capacity
5. Rolling-out technology features and channels
6. Improving public capacity



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V. PHASE 3:

GENERIC COLLABORATION STRATEGY



Phase 3: generic collaboration strategy

- **Two-way** exchange of information, knowledge and opinions
- Government and non-government actors become both **active and re-active**
- Non-government actors can **have significant say in both agenda and content** but with government's overall policy framework
- Collaborative by default, with legally defined exceptions
- Some relevant data from **e-decision** component of UN E-Participation index
- **Putting data online:**
 - 4 Star ★ ★ ★ ★ use URIs to denote things, so that people can point at your stuff

Collaboration strategy – Policy and strategy

- Government activities open for collaboration with **all legitimate actors**
- All legitimate actors have a say in what they find important to collaborate and co-create about
- **Move from more ‘passive’ to ‘active’ engagement** -> partnership of government and non-government actors in defining the process and content of policy- and decision-making
- Non-government actors can take the initiative, but does not mean they will be successful as other actors may disagree
- **Government must:**
 - provide clear and easy opportunities to collaborate
 - have clear e-collaboration strategy
 - be clear about targeted groups and audiences
 - have clear rules and procedures

Collaboration strategy – Institutional Frameworks

- **Biggest challenges:** trust, transparency and openness must be ensured
- **Trust:** reduces transaction costs
“If citizens can see how decisions are made, who takes them and why”
- **Accountability:** 1) Political accountability, 2) Administrative accountability, 3) Citizens and interest groups must be accountable, 4) General ethical and moral accountability of all actors => New forms of accountability
- **Too much participation?**
1) Systems becomes overwhelmed, 2) Populist participation
=> Too many decisions and not enough responsibility
=> If all are responsible – no-one is!
- **Independent, neutral trusted third-party service:** champion, watchdog, ombudsman
 - Citizen charter
 - Monitor and uphold citizens privacy and data protection rights
- **Monitor/analyse impacts**
Standardised approach, quantitative, qualitative, KPIs, etc.

Collaboration strategy – Legal and regulatory frameworks

Building on Phases 1 and 2, plus

- Require government entities to enable collaboration – **right of and opportunities for** non-government actors to collaborate

Collaboration strategy – Government capacity

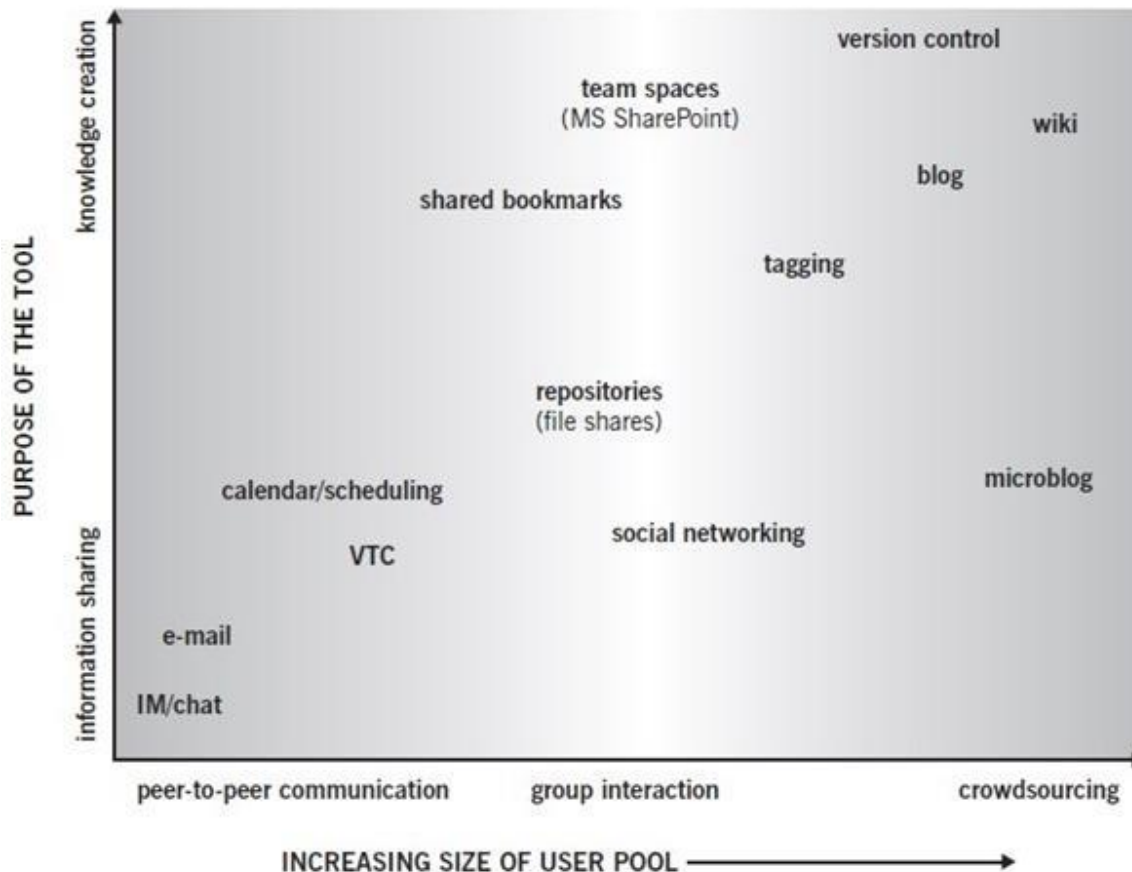
- **Strengthen professional communities at all levels**
Online debate and knowledge exchange
 - so they can help prepare rules and regulations, e.g. e-rule and e-regulation making, e-standard setting
 - general consultation
- **Cyber-security concerns**
'Fake news', 'fact-free' discourse, filter bubbles, post-truth society

Collaboration strategy – Technology features and channels (1)

- Collaboration features (+ PPP and PCP)
- Open government data (structured formats)
- Data protection features – correct own data directly
- **From information sharing to knowledge creation**
(see figure next slide)

Collaboration strategy – Technology features and channels (2)

Classification of collaboration tools

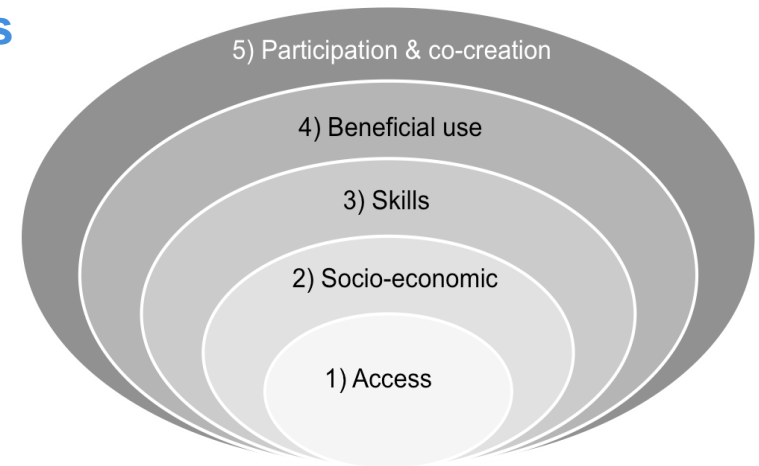


Collaboration strategy – Technology features and channels (3)

- **E-voting / e-polling**
E.g: 1) online: Estonia, Switzerland-, 2) offline: Brazil, India
- **E-Petitions**
- **Participatory budgeting** - prioritise public spending projects
 - recommendation to politicians
 - concrete financial plan (budget)
 - ...often results in more equitable public spending!
- **Co-production – multi-stakeholder partnerships:**
 - Public-Private-Partnerships PPP
 - Public-Civil-Partnerships PCP
 - Public-Private-People-Partnerships PPPP
 - Crowdsourcing and crowdfunding

Collaboration strategy – Public capacity

Building on Phases 1 and 2, plus



- Build collaboration from the bottom
 - local and specific is best
 - then show how local collaboration and co-creation have wider relevance
- Digital and political literacy
 - problem of digital ‘elites’

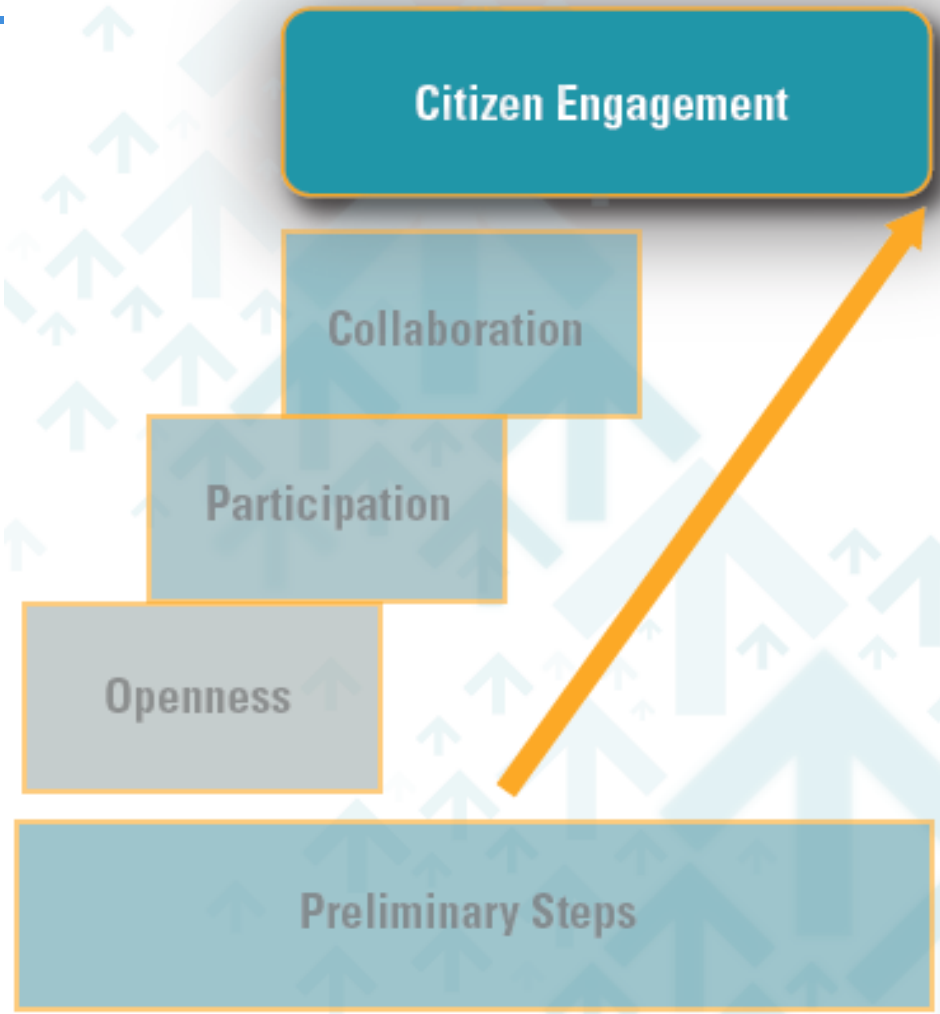


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VI. PHASE 4: GENERIC ENGAGEMENT STRATEGY



Phase 4: generic engagement strategy

- **Multi-way** exchange of information, knowledge and opinions
- Government and non-government are **both active and reactive**
- **All legitimate actors** can set the agenda and the overall policy framework
- **Co-governing** based on shared agenda, but government retains ultimate right to exercise control and supervision – it must balance all interests in society’
- Engagement by default, with legally defined exceptions
- **Putting data online:**
 - 5 Star ★ ★ ★ ★ ★ link data to all other appropriate data

Engagement strategy – Policy and strategy (1)

- Phases 1, 2 and 3 provide many opportunities determined by the Government, but engagement takes the next step by enabling the full involvement, in principle, of non-government actors in all aspects of public governance
- Engagement may take place even without government, if this contributes to public value over which the Government has the final say.
- Within the legal framework, enable full involvement of all legitimate actors in government work (cf. SDG 17)
- Ensure continuous improvement and innovation of citizen engagement programmes

Engagement strategy – Policy and strategy (2)

- Government on its own does not have monopoly of knowledge, resources or power to tackle most societal challenges
- Non-government actors can take the initiative and lead in **creating public value**
- Citizens can directly engage with and influence government policies and decisions
- Government can tap into the collective knowledge of society
- Build on only an **efficiency** ‘*doing more with less*’ focus at individual actor level by moving to an **effectiveness** ‘*doing more with more*’ focus at the societal level
- Cf. building on New Public Management by moving to Public Value Management

Engagement strategy – Institutional frameworks

Building on Phases 1, 2 and 3, plus

- Institutional arrangement: support engagement strategies
- Governance for engagement strategies
 - enable citizens to fully engage in specified ways and contexts
 - independent neutral trusted third party service
- Monitor/analyse impacts
 - Standardised approach, quantitative, qualitative, KPIs, etc.

Engagement strategy – Legal and regulatory frameworks

Building on Phases 1, 2 and 3, plus

- Legislation:
 - Require specific government entities to enable engagement
 - Right of non-government actors to be fully involved
 - Neutral trusted third-party service

Engagement strategy – Government capacity (1)

Focus on knitting together all aspects of good governance



- Start with these and ask, given the tools available, how they can be effected (e.g. some IoT, some block chain, some non-digital, some law change, etc.)
- Rather than start with, e.g. block chain and ask what it can do

Engagement strategy – Government capacity (2)

Government as a platform

Supporting innovation across society

- facilitates public value creation in the most efficient and effective way possible
- an open environment and ecosystem which sees everyone, every community and every organisation potentially as a resource with assets to create public value
-unused assets equals WASTE
- by pooling and leveraging the assets of others together with its own to achieve Agenda 2030
- City level often leaders



Engagement strategy – Government capacity (3)

City government as an innovator / agent of innovation



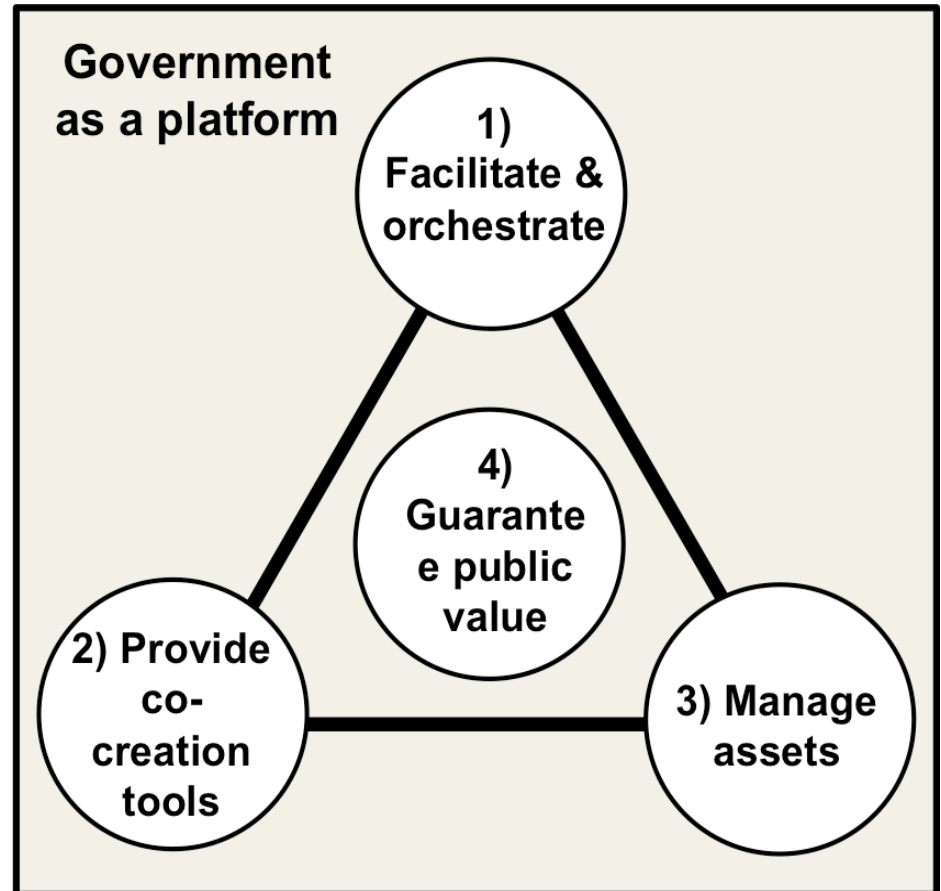
USA: San Francisco



- Ed Lee's [Office of Civic Innovation](#) “walks in the steps of the worlds’ hottest startups by innovating and encouraging innovation across the city”.
- In January 2012, Mayor of San Francisco Edwin Lee appointed the city’s – and the world’ s - first Chief Innovation Officer, to [foster a culture of innovation across City Hall](#), and build stronger relationships with the local tech industry.” “I firmly believe that the spirit of innovation drives economic growth, solves our toughest civic challenges, and creates a better San Francisco for all residents.”

Engagement strategy – Government capacity (4)

- **Government as a platform**
 - Both digital (e.g. open government services platform in the cloud) and physical (e.g. Living Government Labs)
 - City level often best



Engagement strategy – Government capacity (5)

1. Facilitate and orchestrate

- arbitrate, coordinate, regulate, mediate, partner, support....**BUT government is not just another actor.....it does have a special set of roles, and often needs to lead:**
 - democratic mandate
 - take account and balance all interests
 - cannot choose its ‘customers’
 - standards: quality of provision and decisions
 - responsibility and accountability
 - supplier of last resort

2. Provide tools for collaboration and engagement

- eGovernment often seen as ‘outsourcing’ government’s work to users
- Mitigate the ‘burden’ on users to (co) create
- Need guidelines, incentives, supports, advice, networks, ecosystems

Engagement strategy – Government capacity (6)

3. Manage assets:

Identify legitimate and available assets across society, and help to orchestrate and deploy them (often in collaboration with asset owners) to create public value

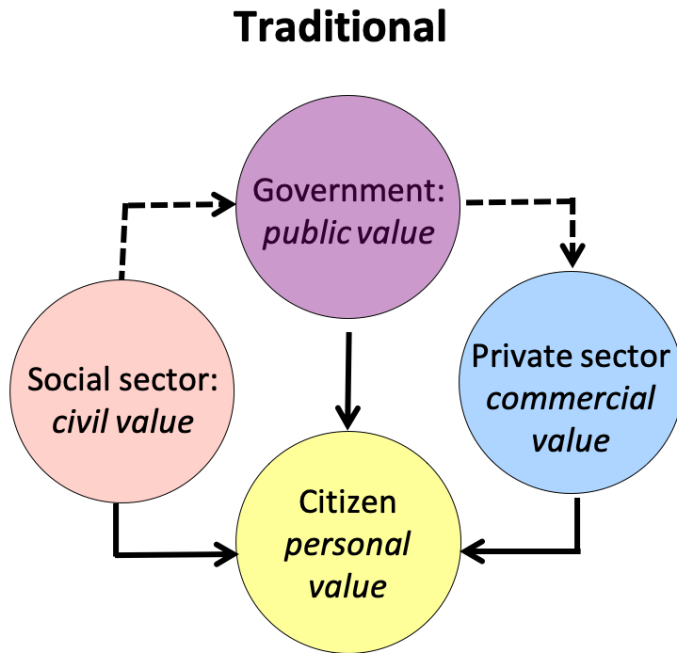
...unused assets = **WASTE !!**

4. Ensure sustainability and balanced public value

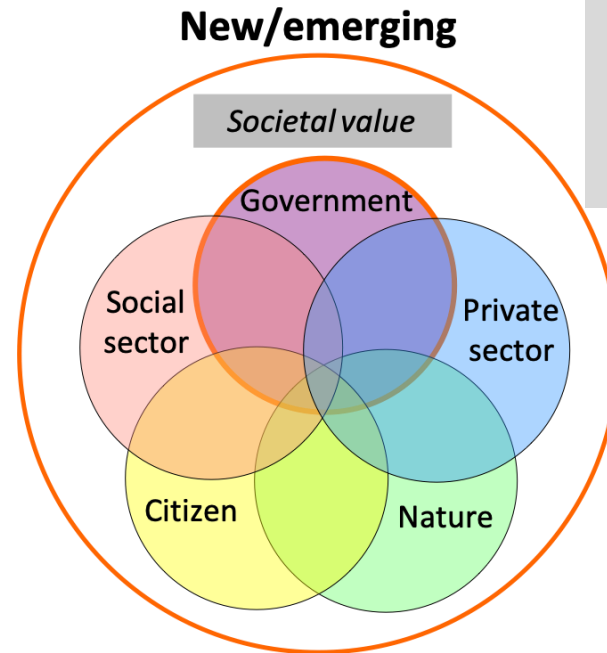
- Only government can ensure sustainable and balanced public value where all segments of society benefit and where trade-offs are seen as fair and proportionate
- Only government provides longer term stability and continuity which other actors cannot do, and this is necessary to enable people and communities to live stable lives, as well as for the market to have confidence that unpredictable governance changes will not upset their own innovation and investment decisions.

Engagement strategy – Government capacity (7)

The next step: changing models of delivering outcomes and value in society: ‘ecosystem’ approach



QUADRUPLE HELIX: siloed roles and value creation



Government doesn't have a monopoly on wisdom or assets

QUINTUPLE HELIX: open governance, supported by digital technology, is necessary for moving towards joined-up collaborative roles and co-created societal value

Engagement strategy – Technology features and channels (1)

- ICT has become **the general purpose technology**
- 4th industrial revolution

Integrated cyber-physical-biological systems: cloud computing, blockchain, big data analytics, IoT, virtual & augmented reality, AI & machine learning, algorithmic techniques, simulations & gamification, unmanned transport, remote sensing, wearable technology, digital fabrication, gene editing, drones, robotics, etc.

Engagement strategy – Technology features and channels (2)

Design thinking and design-led innovation

”Government needs to do the hard work to make it simple for users”

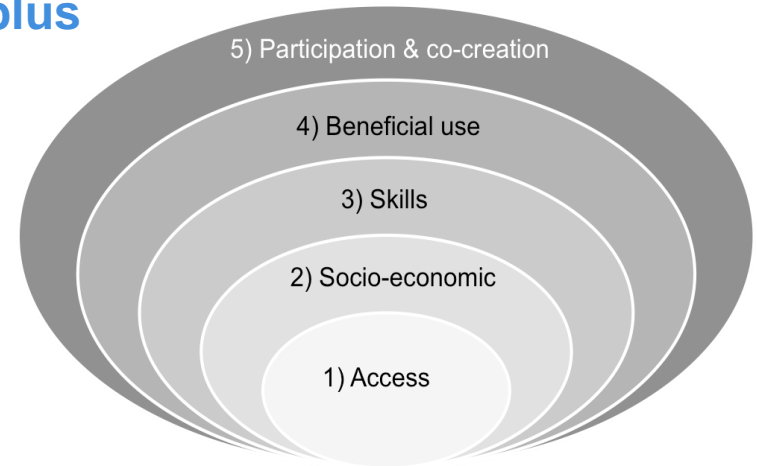
- Holistic principle: full architecture of how and why a service is used
- Experimental and learning approach, but also concrete and practical

Behavioural approach paramount

- ...ethnographic and anthropological techniques
- ...observation (shadowing) and retrospective review
- ...contextual dialogue and interview
- ...cultural probing and creative ideation processes
- ...personas as rich archetypes (understand demand side)
- ...service journeys (understand supply side)
- ...visualisation and modelling of service prototypes

Engagement strategy – Public capacity

Building on Phases 1, 2 and 3, plus



- An ongoing learning process

Thank you

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