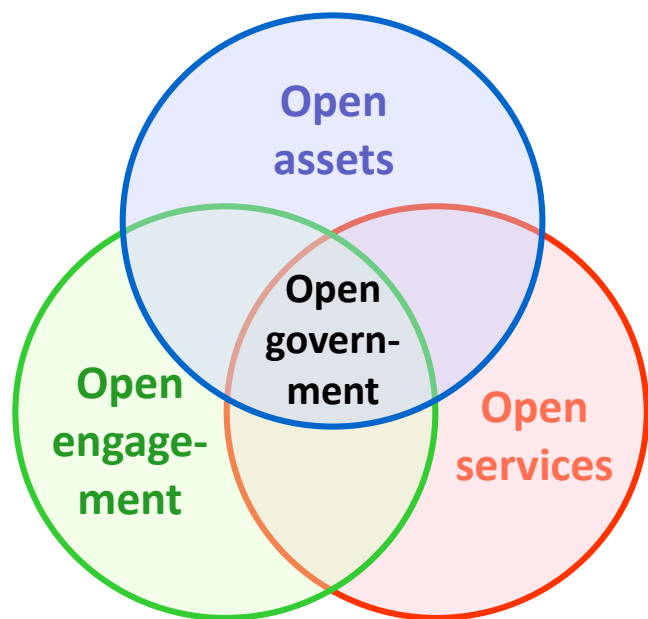


Expert Group Meeting on Open Government: emerging technologies for greater government transparency and accountability in the Arab Region  
26-27 April 2017, UN House, Beirut

# *Open governance and open data*



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27 April 2017

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# What is open government?

Obama Presidency's Open Government Directive from 2009 based on three principles forming the cornerstone of an open government:

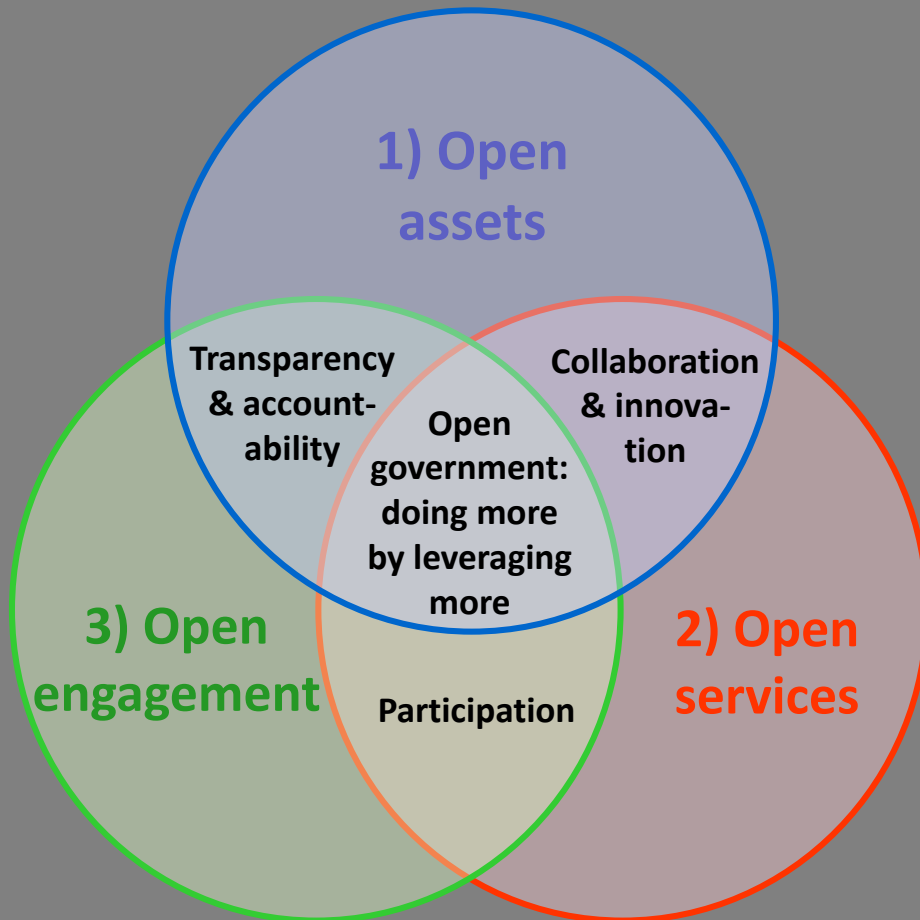
1. **Transparency** promotes accountability by providing the public with information about what the government is doing.

2. **Participation** allows members of the public to contribute ideas and expertise so that their government can make policies with the benefit of information that is widely dispersed in society

3. **Collaboration** improves the effectiveness of government by encouraging partnerships and cooperation within the Federal Government, across levels of government, and between the government and private institutions.

# Open governance system

Open governance system: government as a platform for doing more with more



*Mahatma Gandhi*



*"After attaining Swaraj (Self Governance) We need to have Suraj (Good Governance)"*

# Premises

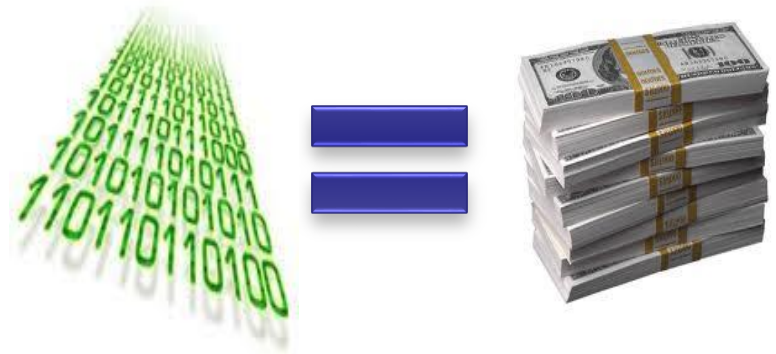
- Societal challenges -- ‘wicked’ problems
- Sustainable Development Goals: importance of 16 & 17
- Governance: also **the roles and relationships** of actors...
- .... government, civil society, firms, researchers, people
- **Open assets, open services, open engagement: all inter-linked and interdependent**
- **Government does not have a monopoly of assets, knowledge, wisdom or solutions**
- **Thus an open governance system must extend across society: not just within public sector but also include all other legitimate actors to the extent feasible**
- Therefore can **do more with more** -- has doing “more for less” worked ??
- Overall goal: to create **public value** (also the basis of private value)
- Led/supported/enabled by government: the guardian of public value



# 1) OPEN ASSETS

## Open Government Data (OGD): economic rationale

- At minimal cost, large amounts of data can be released by governments for others to develop value. (World Bank 2012)
- "...ability to seize this opportunity may be THE difference in whether a government succeeds with its Growth Agenda, as well as in the Governance and Transparency agenda. (Deloitte, 2012)



### European Digital Agenda: Turning government data into gold

Press Release, Brussels, 12 December 2011

The Commission has launched an Open Data Strategy for Europe, which is expected to deliver a €40 billion boost to the EU's economy each year. Europe's public administrations are sitting on a goldmine of unrealised economic potential: the large volumes of information collected by numerous public authorities and services.

# Apps for Democracy: Washington DC

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## Apps for Democracy Community Edition

for the



*Got what it takes to mash-up DC's data to win some cash and tons of street cred?*

*Then sign-up for Apps for Democracy and start coding here!*

**Congratulations are in order for our Final Round Winner. Check out DC's new Open 311 powered iPhone, Facebook and web apps. Leave a comment and let us know what you think!**



**What:** *The first edition of Apps for Democracy yielded 17 web, iPhone and Facebook apps in 30 days - a \$2,300,000 value to the city at a cost of \$50,000 ([all apps created are here](#)). Our mission with "Community Edition" is two fold: to engage the populace of Washington, DC to ask for their input into the problems and ideas they have that can be addressed with technology and then to build the best community platform for submitting 311 service requests to the city. [Submit your ideas and problems here!](#)*

*Armed with insights from all corners of DC, we'll hold an innovation contest with **\$34,000 in potential***

# OGD example – Ordnance survey (UK)

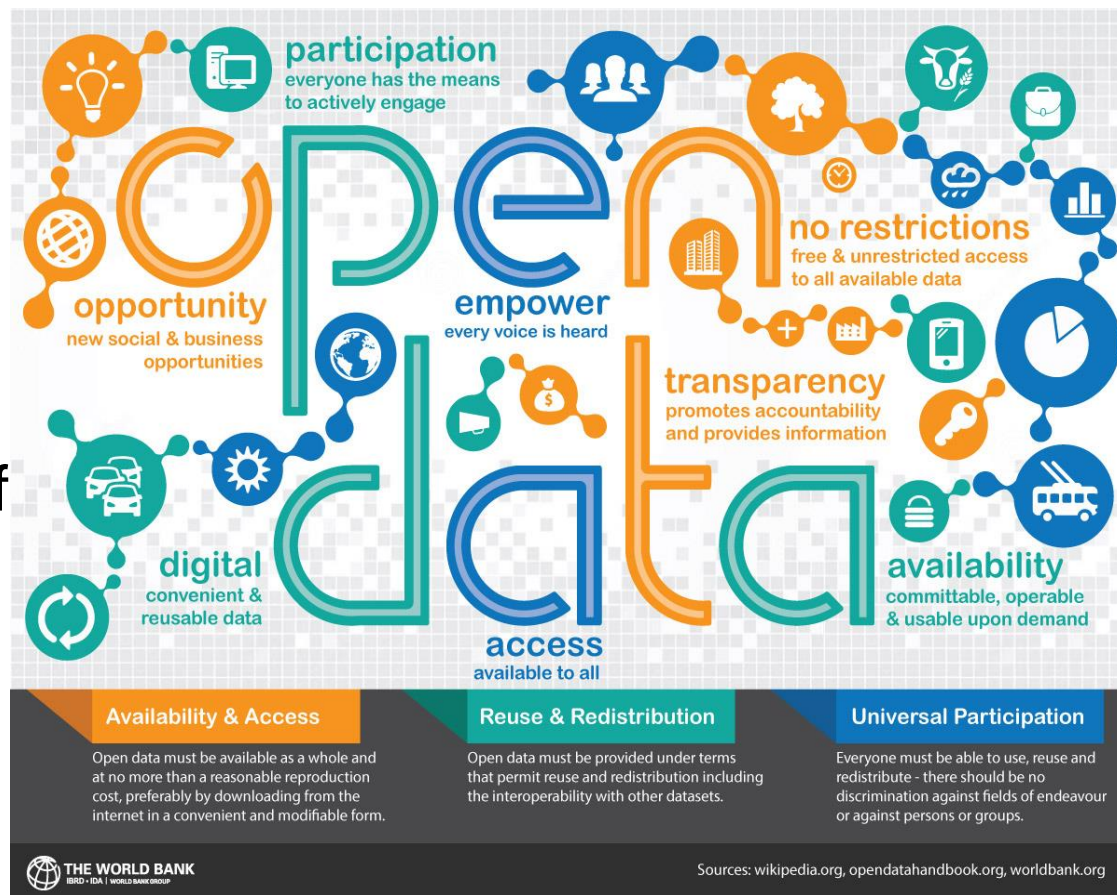
- UK's premier and still “official” map maker – over 300 years
- For last 30 years, main income selling maps on paper & digitally
- ...until early 2011: forced by government to release its data free of charge – great resistance
- 12 months later was generating more income
- OS remains an expert in collecting, analysing, tailoring, visualising and publishing geospatial data
- It now sells this expertise rather than the raw data



**Conclusion:** OS has, by default, created a ‘new business model’ around data with clear economic value – commercial and civil organisations wish to partner with it in creating their own value

# What are the 'core' OGD sets for growth and jobs?

- Map data of all kinds
- Weather data
- Environmental data
- Traffic data including timetables
- Socio-economic data of all kinds
- Base registries like business registers, population, land, real estate, vehicles
- **NOTE: all need to be anonymised**





# OGD challenges

- Data quality
- Data authenticity
- Data provenance
- Data aggregation / anonymisation
- Data representativeness, e.g. when used as evidence for decision- and policy making
- Data security and privacy
- How used
- Accountability
- Measurement
- Learning
- Cloud infrastructures



- Need standardised formats and tools: quality, licensing, structuring, linking, searching, visualisation
- **Does open data equal 'open governance' ?**

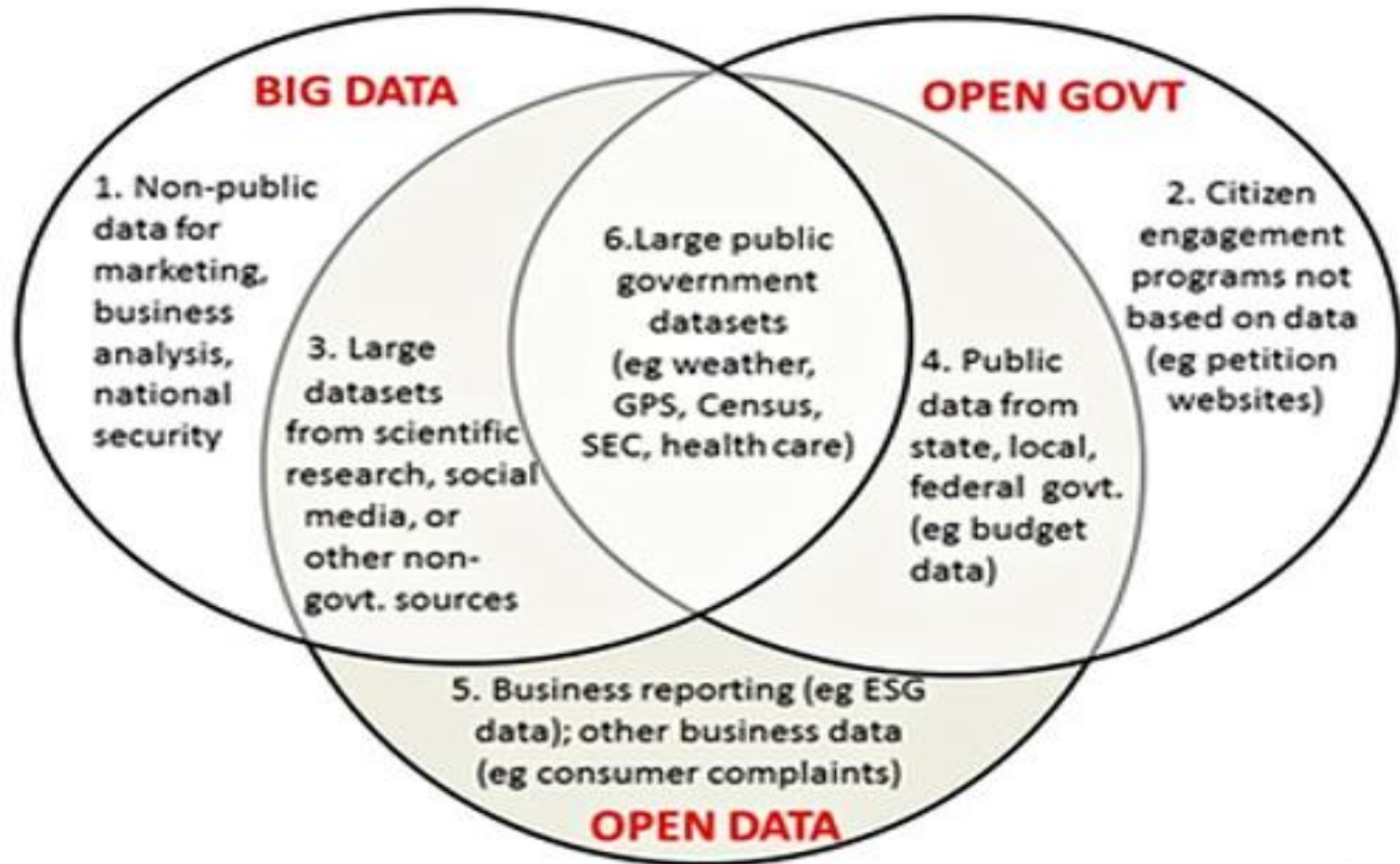
# Using data analytics for evidence-based intelligent government

## Using data analytics for decision simulation and policy modelling

- Huge unexploited data reservoirs ('BIG DATA')
- Distributed data, seamless 'cloud computing'
- Data mining, pattern recognition, visualisation, gaming
- Information, consultation, polling, voting, etc.
- Greater precision on policy choices and trade-offs



# The relationship between Big Data, Open Data and Open Government Data



# Open assets is much wider than OGD

**ASSETS** can include finance, people's time and expertise, data, things, tools, places, buildings, spaces, etc., where the goal is to use the matching, orchestrating and coordinating power of ICT to turn what would otherwise go to waste into public value resources.

▪.....strong focus on identifying and deploying unused assets across the public sector and in communities as well as in society as a whole.

## Converting 'waste' into 'resources' through sharing

- Need to break down silos in public sector and between public sector and rest of society
- Participate in the 'sharing economy'



**The Rise of the Sharing Economy**

Community      Local Economies      Environment

**SHAREABLE**      TriplePundit  
people, planet, profit

Learn more >>

## 2) OPEN ENGAGEMENT: touches the whole public sector

- Participation in public policy and decision making
- Service design and delivery, for example through co-creation
- The processes, workings and arrangements of the public sector and public governance more widely
- Planning and development issues (for example through participative budgeting and where scarce assets are allocated)



- Dispute and conflict resolution
- Managing societal assets, including land and buildings.

# Germany: Participatory budgeting, city level)



## Cologne Citizens Financial 2010 Your City - Your money

Accountability Report

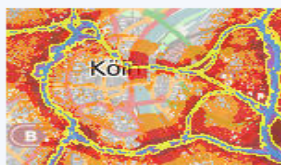
Read proposals

Information

Participating

My page

### Latest News



**News from 25.11.2010 | 12:40 clock**  
**Evaluation report and new citizenship ....**

Dear participants,

Today we have bereitgestellt for the results of scientific study by the University of Bielefeld for the Cologne citizens' budget for DOWMLOAD. You can find the ...



Kölner Bürgerhaushalt: Deine Stadt

Beteiligen Sie sich an der Haushaltsplanung

**News from 15.04.2010 | 08:31 clock**  
**Votes of the district councils**

The votes of the district representatives of the top proposals are now published on the web. After consulting the technical committees.

The participation period for the 2010 budget ended the civil ...



Kölner Bürgerhaushalt: Deine Stadt

Beteiligen Sie sich an der Haushaltsplanung

**Message from 22.02.2010 | 23:11 clock**  
**Opinions published on the participatory budget**

The opinions of the top management's proposals have now been posted on the Internet. advised by early March, the district representatives.

On 20 December 2009 ended the participation phase for the ...



**News from 07.01.2010 | 15:38 clock**  
**Evaluation of the budget by the citizens of Cologne University of Bielefeld**

The city of Cologne has decided to subject the citizens of a financial evaluation, as it is in the process to a new form of citizen participation is to the so far little ...

Do you have any questions about using this platform or need Help? [Click here for help.](#)

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[Register for the first time!](#)

### The most important thing in a nutshell:

**The online phase of the participatory budget in 2010** of 17 runs for 5 weeks November to 20 December 2009. In the first half weeks to 11 December, you can make proposals to comment and rate. The assessment and further comment is possible until 20 December. After that all proposals remain still visible on the Internet. Written proposals and evaluations must be received by 8 December 2009, 24:00 Clock present, the procedure to be taken in order to be able.

**After completing the online phase** proposals are all best-rated to the appropriate specialist agencies, district councils, technical committees, Finance Committee and finally to the decision in the Council, the votes and decisions, all internet in the respective proposals published in the. For the proposals to be implemented, it will regularly report the status of implementation to give one.

Also read: [The way of your proposals](#)

**1 Review Participatory Budget 2008:** The proposals and the annual report containing opinions, votes decisions can be found here: [https:// buergerhaushalt.stadt-koeln.de/2008 /](https://buergerhaushalt.stadt-koeln.de/2008/) What happened to the 2008 budget proposals from the citizens? See the [latest status report to the Civil Budget for 2008.](#)

### Documents and Links



[Decision Citizens Budget 2010](#)



[Brochure on the Citizens Budget 2010, PDF, 1MB](#)



[Evaluation report to the Cologne citizens' budget](#)

### Current events

17.11.2009 18:00 Clock  
[Launch event in Gürzenich](#)

11.12.2009 23:55 Clock  
[to 11 December make suggestions](#)

12.20.2009 23:55 Clock  
[to 20 Proposals in December ...](#)

# Are there limits to (e)Engagement ?

- **Transparency and openness, but**



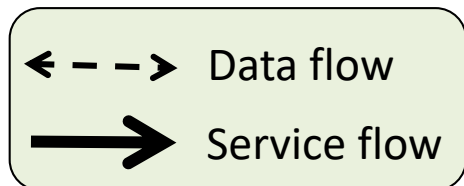
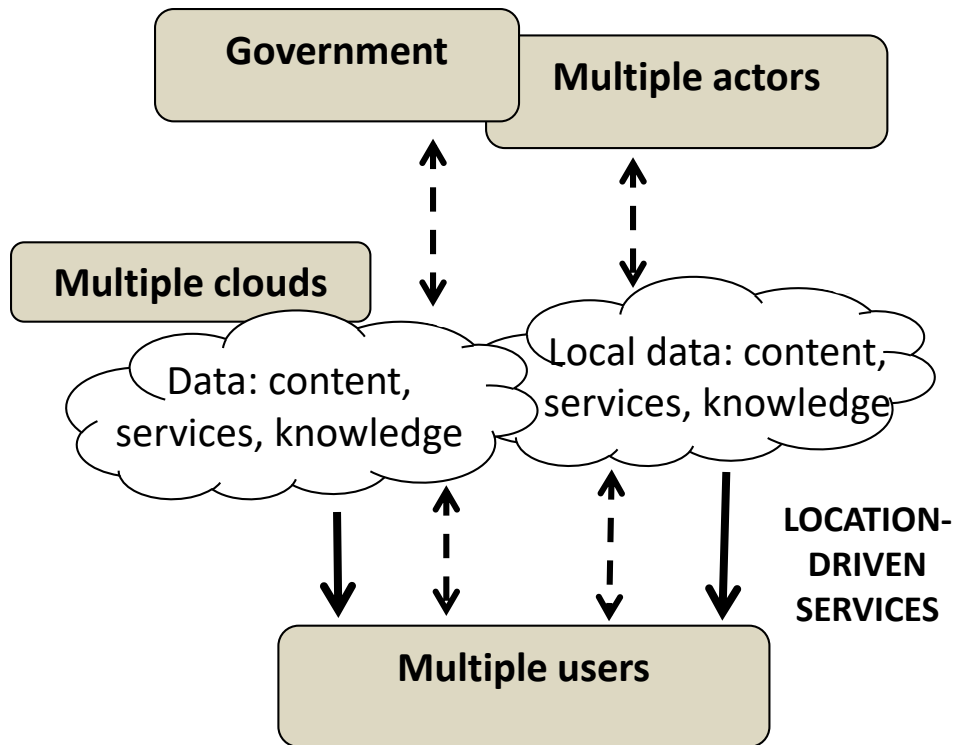
Total transparency is hardly appropriate  
Legitimate privacy for citizens, civil servants, politicians, etc.



- Limits and definitions need to be clear and open to discussion
- The threat of unaccountability and ‘street politics’, slander, dis-respect
- Self-selecting elites, the ‘digital mob’ and digital exclusion.
- Trivialisation, short-termism and nimbyism.
- Coarsening of the debate.
- Apathy and lack of understanding of the participatory and political process.
- ‘Post-truth’ society

### 3) OPEN SERVICES:

## Push and pull service personalisation



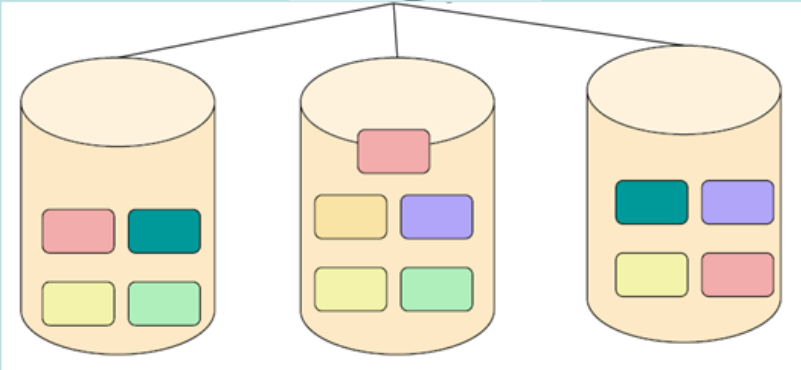
### Three new service concepts:

1. Top-down, **data-driven** service personalisation
2. Bottom-up, **user-driven** service personalisation
3. Everyday, **location-driven** service personalisation

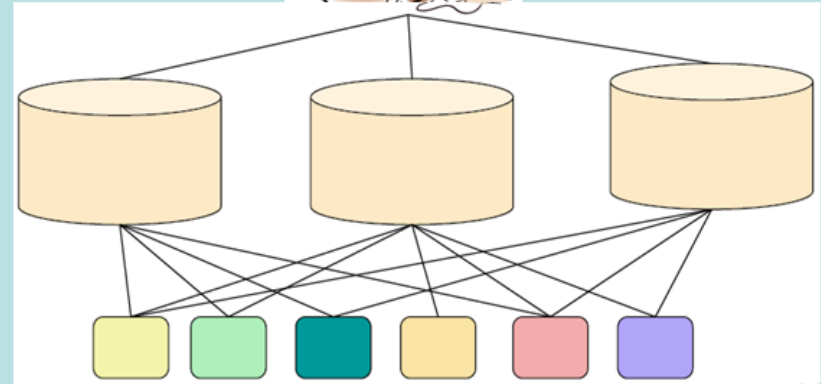


# A cloud of open public services

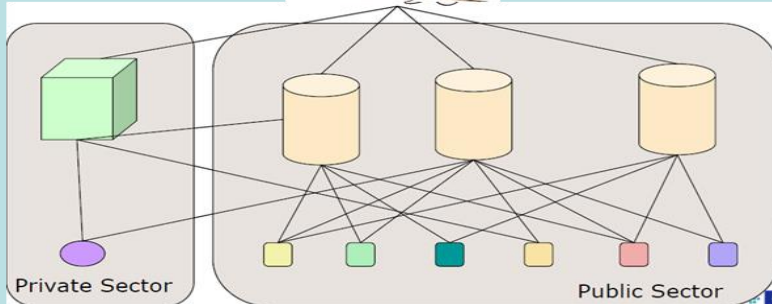
## The silos approach



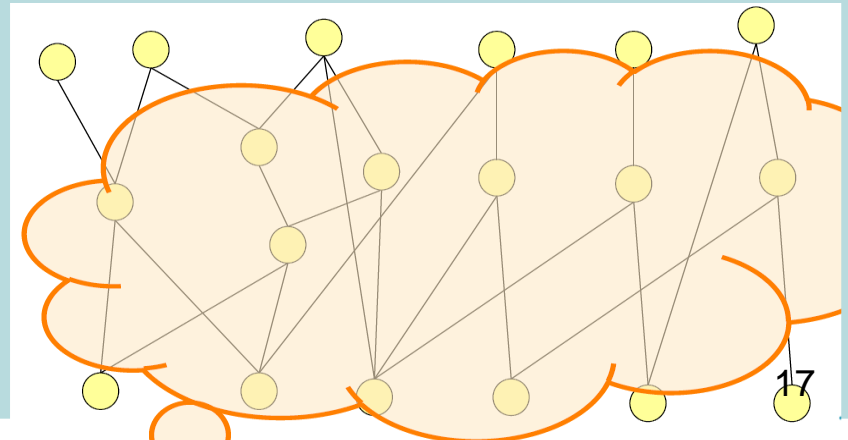
## Breaking down into fundamentals



## Opening up



## Cloud of public services (*who's in charge?*)



# Design thinking and design-led innovation

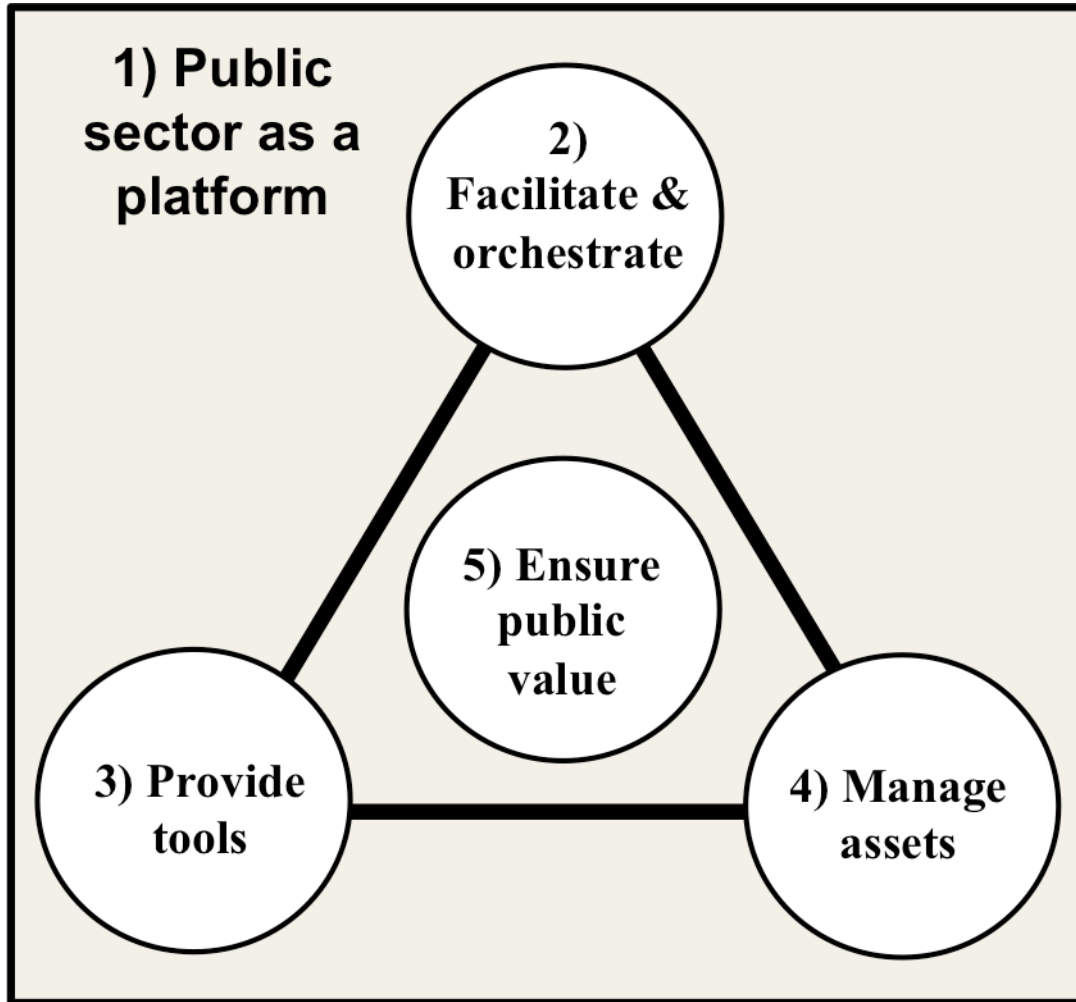
**“Government needs to do the hard work to make it simple for users”**

- **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)
- 18 ▪ ....visualisation and modelling of service prototypes

# SOME NEW ROLES FOR THE PUBLIC SECTOR



# Government as a platform

## Supporting innovation across society:

- Government as a platform facilitates public value creation in the most efficient and effective way possible
- .....a strategy which places the government as a platform for others to build upon
- .....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 solve the 'wicked' problems
- by supporting an ecosystem of actors with changing roles and relationships
- to supplement the challenge of government having to do 'more for less' to being able to orchestrate doing 'more with more'



# 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 am a firm believer that the spirit of innovation drives economic growth, solves our toughest civic challenges, and creates a better San Francisco for all of our residents.”

# Four pillars of government as a platform (1)

## 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 co-creation:

- 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

# Four pillars of government as a platform (2)

## 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.

# What is 'balanced public value' ?

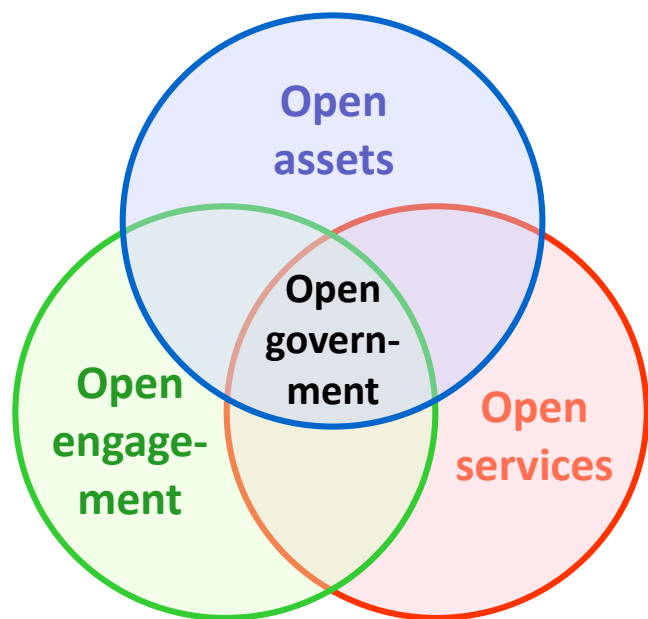
- Government does not have a monopoly on public value creation...
- ....but has the prime role in ensuring public value is created
- Everyone is potentially seen as a resource with assets to contribute to creating public value
- Switch from a mindset of government only 'doing more with less' to also include government orchestrating and leveraging all societal assets to 'do more with more' ....judge at societal not actor level
- All societal interests are addressed and balanced (trade-offs are necessary!)
- Both short and long term: but don't sacrifice the long for the short term – and be transparent about it and provide 'quick wins'





# ***MERCI BEAUCOUP***

# شكرا جزيلاً



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*27 April 2017*

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