

Hybrid: online and on-site at Kultuurikoln, Tallinn

10-12 May 2022

# Resilient & Seamless Governance

May 11th, 2022

Session: Next step: “Will People Make Policy Digitally?” (15:45 – 16:25)



Centro de Estudos Sociais  
Laboratório Associado  
Faculdade de Economia da Universidade de Coimbra



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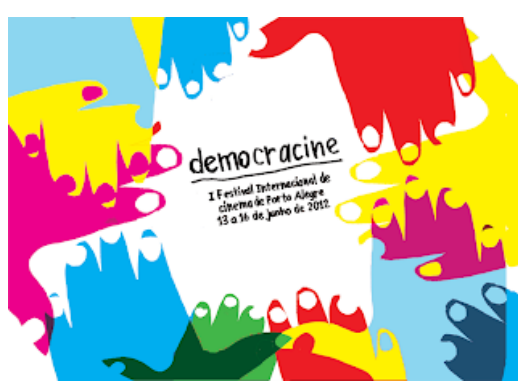
The Rise of Citizens Voices  
for a Greener Europe



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Centre for Social Studies, University of Coimbra (Portugal)





Imagens de abertura do filme "Uma Revolução Tranquila"

## Who am I? Looking to participation from different standpoints

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE



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United Nations  
Department of Economic and Social Affairs

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European  
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# WHAT ARE DEMOCRATIC INNOVATIONS (DIs)?

It refers to experiences of facilitation and access to meaningful participation, both through institutions specifically designed to increase citizen participation, as well as through bottom-up experiences capable of connecting themselves to institutional practices related to processes of policy-making and political decision-making (G. Smith, 2009; M. Sorice, 2019).

Why are they viewed today as “indispensable component” of any policy-making process?

Mainly because of the growing complexity of problems and the fragmentation of society, but also due to the decreasing trust in political/technical actors, which reduce the “perceived legitimacy” of representative institutions and their technopolitical organisms of support (included science/the academy). DEMOCRATIC INNOVATIONS somehow counterbalance the “unfulfilled promises” of representative democracy (N. Bobbio, 1991). Hence, they cannot be “mimetic” of their principle, but they need their own key-methods to gain legitimacy and authoritativeness (consensus vs majority/minority; diversity vs representation, cooperation vs competition, etc.) in order to start to trigger a “virtuous circle” to restore mutual trust between citizens and institutions.





In the perspective of many citizens who invest energies and emotions in participatory processes, identifying a **DEMOCRATIC INNOVATION** is easy. Especially if they have a story (elsewhere) that points out a solid role of citizens in public decision-making. As photographed by a Citizens for defining PARTICIPATORY BUDGETING (see “The PB Unit”, 2012): *‘If it feels like we have decided ---- it’s PB. If it feels like someone else has decided, it isn’t.’*

So, even more than in representative policy processes, DIs need to improve « the management of expectations », reflecting on their own structure and functioning from a citizens’ perspective.



**“SATISFACTION ≥ RESULTS – EXPECTATIONS”**



# WHAT ARE THE PECULIARITIES OF CROWDSOURCING?

Specifically, CROWD-SOURCING (a term coined around 2005) characterizes a sub-family of processes that involve a large group of dispersed participants contributing or producing ideas, goods or services (as volunteers, but also through paid microtasks, as happens in different enterprises of the platform economy) to achieve a cumulative result.

It is about, taking a function once performed by public institutions, and outsourcing it to an undefined (and generally large) network of people in the form of an open call.

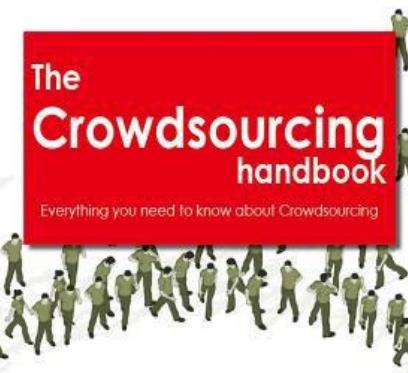
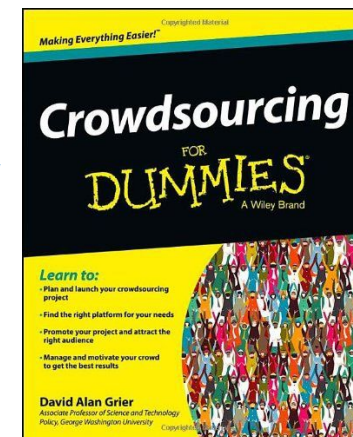
Unlike “outsourcing” (often referred to professional bodies in charge of tasks that traditionally were institutional ones), crowdsourcing tend to involve less-specific, and more public audiences, which could also represent the perspectives of “the average common citizens” (users of services). Not always is like that, as the case of HACKATHONS (targeted to specific communities of knowledge) show.

Contemporary crowdsourcing cannot be imagine without the mediation of digital platforms (used to attract, organize and divide work between participants) and without the collaboration of Artificial Intelligence (to coordinate, cluster and interpreter results). But such activities NOT NECESSARILY only happen online, and hybrid/blended format are preferable and more productive, as they increase the HORIZONTAL DIALOGUE among participants.

## Hackathons Aren't Just for Coders

by Elizabeth Spaulding and Greg Caimi

April 01, 2016





# WHY CROWDSOURCING?

Crowdsourcing is often justified by underlining that:

- It may include improved costs, speed, quality, flexibility, scalability, diversity and ownership of results, in different moments of the life of public policies/projects.
- It responds to the growing need of many citizens to feel themselves “included” in policy design and implementation (at least potentially...), overcoming traditional forms of social intermediation, where the main protagonist are pre-organized bodies. So, it answers to the anxieties of a society that feels a high DEMOCRATIC DEFICIT, which casts doubts on all the forms of representativeness (and advocacy).
- It leads to identify and/or develop common goods (e.g. Wikipedia) on different scales.

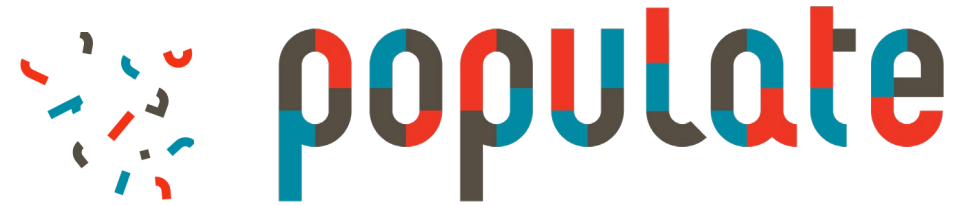
CROWDSOURCING can have different levels of thickness and depth. In fact, it can use just “the information” coming of the crowd (users) about their preferences (as digital platforms do), or it can focus on the “WISDOM OF THE CROWD”, believing that citizens themselves can help to elaborate innovative ideas, evaluate alternatives, propose scenarios... For reaching the latter, a CROWDSOURCING TOOL needs to be more than an “elaborator of big data”, but must play as a pedagogic tool, embodying and including MAIEUTICAL METHODOLOGIES, training and self-training SPACES, for people to think and reflect.





# SOME VIRTUOUS EXAMPLES

Two platforms for crowdsourcing, whose process of incremental growth also relays on crowdsourcing with communities of developers (who look to them as “digital commons”) opening a supply chain of actors which work on simplify them and make them more friendly:



A transnational organization born around the dissemination of Participatory Budgeting, which use different forms of crowdsourcing and collaborative actions among its members to take decisions (on budget, programs, etc.)



<https://pt.peoplepowered.org/>

The “Pacts for the share management of urban commons” in Bologna (500 agreements between the municipality and groups of citizens since 2014, 40% informal!) today interact with Participatory Budget, to provide “rewards” to those proposals supported by a “management pact”...





# THE CONFERENCE ON THE FUTURE OF EUROPE (COFE): A EU-WIDE CROWDSOURCING PROCESS



Follow the Conference  
Plenary's discussions on  
recommendations  
formulated by citizens

Discover more

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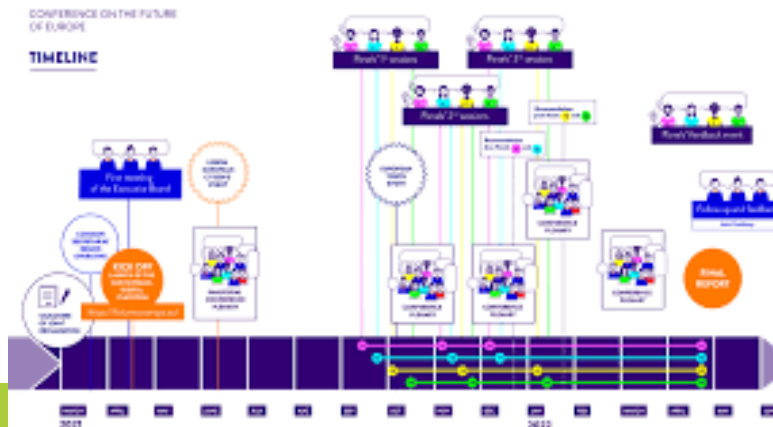
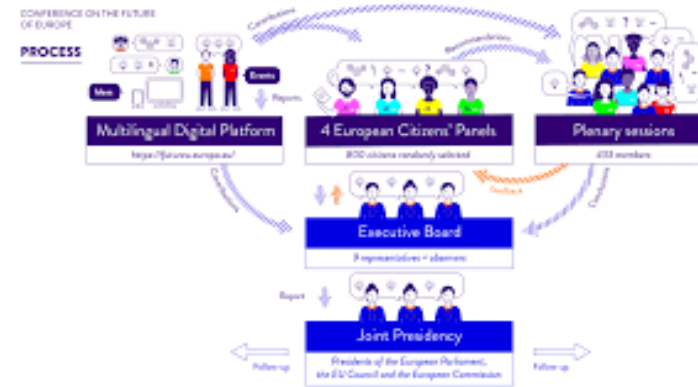
<https://futureu.europa.eu/>

The future is in your hands



**WHERE WIDE INVESTMENTS TRIED TO BUILD “A EUROPE OF PEOPLES” FROM CITIZENS’ IDEAS, showing some key-features and paradoxes of crowdsourcing.**

- 800 random selected participants
- 20 “ambassadors” (citizens as speakers of the 4 thematic lines)
- A complex structure (and documents in 24 languages)
- 138 orientations and 51 recommendations
- 6196 events in the EU (+ 5 national panels and 22 national events)
- 43734 contributions on the multilingual digital platform
- Around 20 millions’ cost (~50% for translations)






# Conference on the Future of Europe



**The Conference Plenary**

The Conference Plenary will meet often to review citizens' ideas and recommendations and develop them into proposals for EU action.

**The first session took place on 19 June.**

 <b>108</b> Members of the European Parliament	 <b>108</b> members of national parliaments	 <b>54</b> members of national governments
 <b>3</b> members of the European Commission	 <b>108</b> citizens	 <b>18</b> members of the Committee of the Regions
 <b>18</b> members of the European Economic and Social Committee	 <b>12</b> representatives of social partners	 <b>8</b> representatives of civil society
 <b>6</b> representatives of regional authorities	 <b>6</b> representatives of local authorities	

#TheFutureIsYours  
futureu.europa.eu



## Conference on the **Future** of **Europe**



# Lesson learned (1):

- Among the positive issues:

- 1) that “**exposing people to difference**” constitute a key-factor for changing mind-sets, and “the process” is equally important as the outcomes and requires investments in face-to-face arenas.
- 2) the importance of “symbolic” spaces
- 3) that **the share-writing of the future scenarios of a continent and its rules is possible**, but requires to recognise the importance of AI for multilingual dialogue, and algorithms for organizing contributions and underlying
- 4) that in processes which are not pressured, and allow slow-pace learning, **people manage to insert “time constraints” as a central component of their expectations**, becoming more patient to the complexity of governance procedures
- 5) that **individual-based voting is not enough**, as it reduce participation to a sum of scattered preferences; and mechanisms of convergence and consensus are needed.
- 6) that **providing expert knowledge** (respectfully and without nudging) is valuable for learning and “informed judgement”
- 7) that **setting spaces of monitoring, evaluation and future assessment of implementation** (and its timing) is a fundamental precondition to building trust.



# Lessons learned (2):

Among the ambiguities and open challenges

- 1) that “rules of engagement” must be perfectly clear, cannot change “during the process” must require to be amended collectively “after” it, and before next cycles
- 2) that having a clear “referent” for the accountability of the process (and the implementation of its results) is fundamental to generate trust, and requires to clarify WHO THE GATEKEEPERS WILL BE in every phase of the project
- 3) that “trust” of largest audiences cannot be built just with “mini-publics” (a representative sample of the population) but a parallel opening of larger spaces for self-mobilization. So, methodologies of participation by invitation must be hybridised with techniques of OPEN DOOR (whoever can enter and contribute in every phase, but not obliging the process to restart from scratch – so proceedings must be clear and timely delivered)
- 4) That phase of “representation” within the process (through speakers or ambassadors) can become a STIFF-LIMIT to the deliberative quality, unless they have in the end a GREEN-LIGHT mechanism in the hands of the original majority of participants (as voting, referendums etc.) that can approve/validate changes.
- 5) that platforms and other tools are not only “instrumental devices”, but also spaces where AN IDEA OF COMMUNITY IS CREATED. So they must be clear, friendly and inclusive so that the diversity of communities can identify and reflect themselves.
- 6) That constantly RECOGNISING the commitment of social actors (especially of individuals) in the process is fundamental, also through means of gamification and rewarding.

Thus, INVESTMENTS ARE NECESSARY, and CROWDSOURCING CANNOT BE SUCCESSFUL “for free”  
and only relaying of voluntary energies.



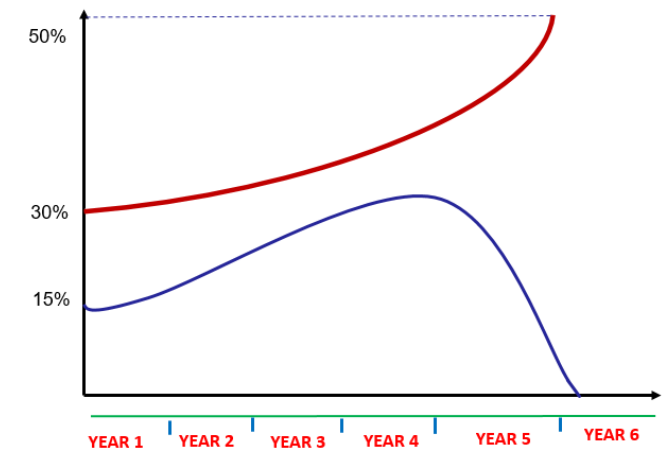
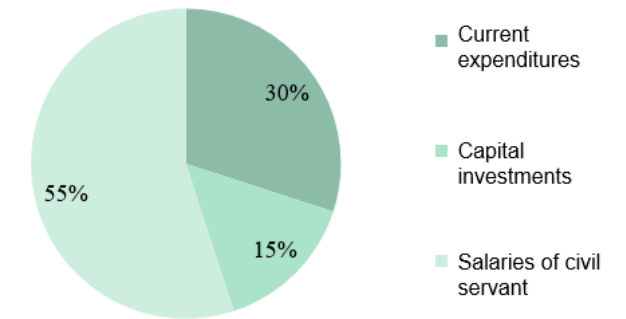


# SUMMARIZING:

CROWDSOURCING can increase quality and effectiveness of decisions taken, through co-responsibilization and ownership (which also can reduce the cost of maintenance of policies), provided it maintains its focus on fostering the 4 main democratic goods (Smith, 2009; Saward, 2001):

- 1) INCLUSIVENESS
- 2) TRANSPARENCY
- 3) INFORMED JUDGEMENT (capacity of people to decide on the base of information and awareness)
- 4) POPULAR CONTROL

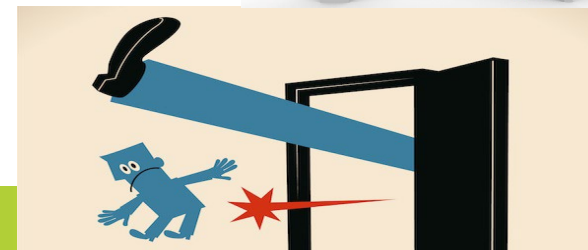
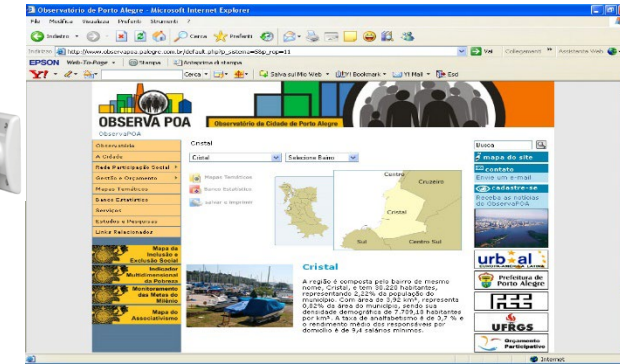
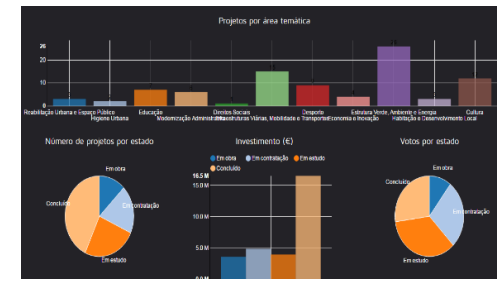
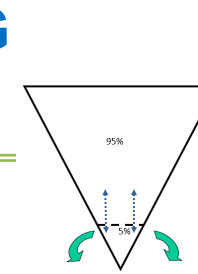
Hybridisation and cross-fertilization among crowdsourcing devices and methodologies can better help in reaching all together such goals...





# TO BE FAIR (and to be felt as such) ....a CROWDSOURCING PROCESS NEED CAUTIONS. For example:

- It needs **TRANSPARENCY** in every phase (on who the final decision-makers are and how they commit to respect the outcomes of crowdsourcing; on the rules of the game and on the roles of each actor, stating rights and duties and banning privileges; but also on implementation and their deadlines and modes)
- It needs **TIMELY RESPONSIVENESS** (clear responsible and timelines to be respected; but also clear **MOTIVATIONS** for every **DEVIATION**)
- It needs to **avoid creating BLACK\_BOXES** (including algorithms and voting methods, whose logics and composition must be explained for different levels of understanding)
- To grow, it needs to **GRADUALLY REDUCE** the number of **GATEKEEPERS** acting on TOP of people's proposals



fixmystreet.brussels  
Report incidents in the Brussels public area

Report incidents in the Brussels public spaces and participate in the improvement of your city !

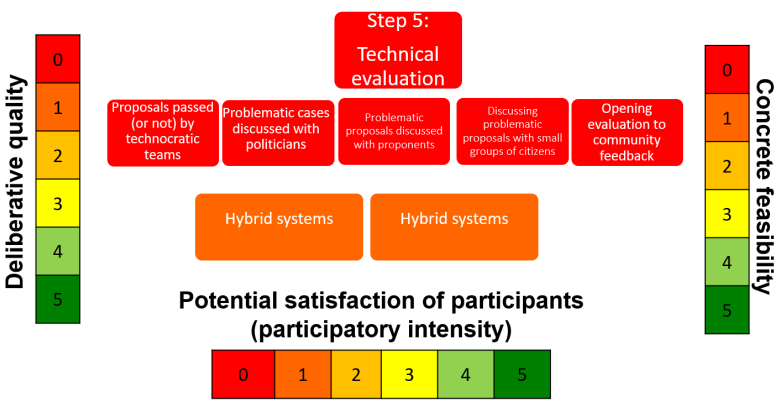
1043 Reported incidents, 165 In treatment et 82 Closed in the last 30 days



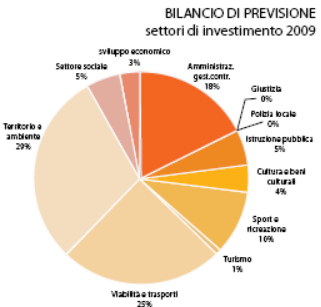
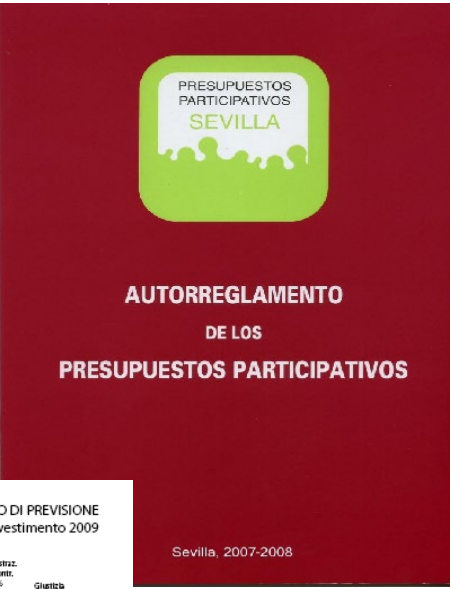
CO-DESIGN of crowdsourcing processes is still rare, especially for what refers to rules, the process setting, the policy for fostering inclusiveness and diversity of participants, the extent it uses technologies and the co-evaluation, but there are encouraging cases growing up...

Example from Glasgow, Nanterre, Wuppertal, Arezzo etc...

Regulatory frameworks do rarely refer to monitoring & evaluation (of the whole process as of its single phases), and no mention is done to participatory evaluation which can take into account the perspective of beneficiaries

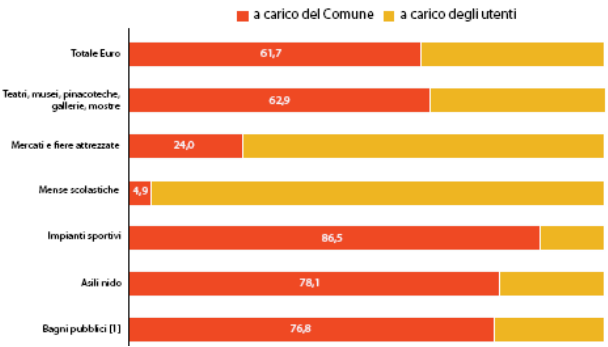


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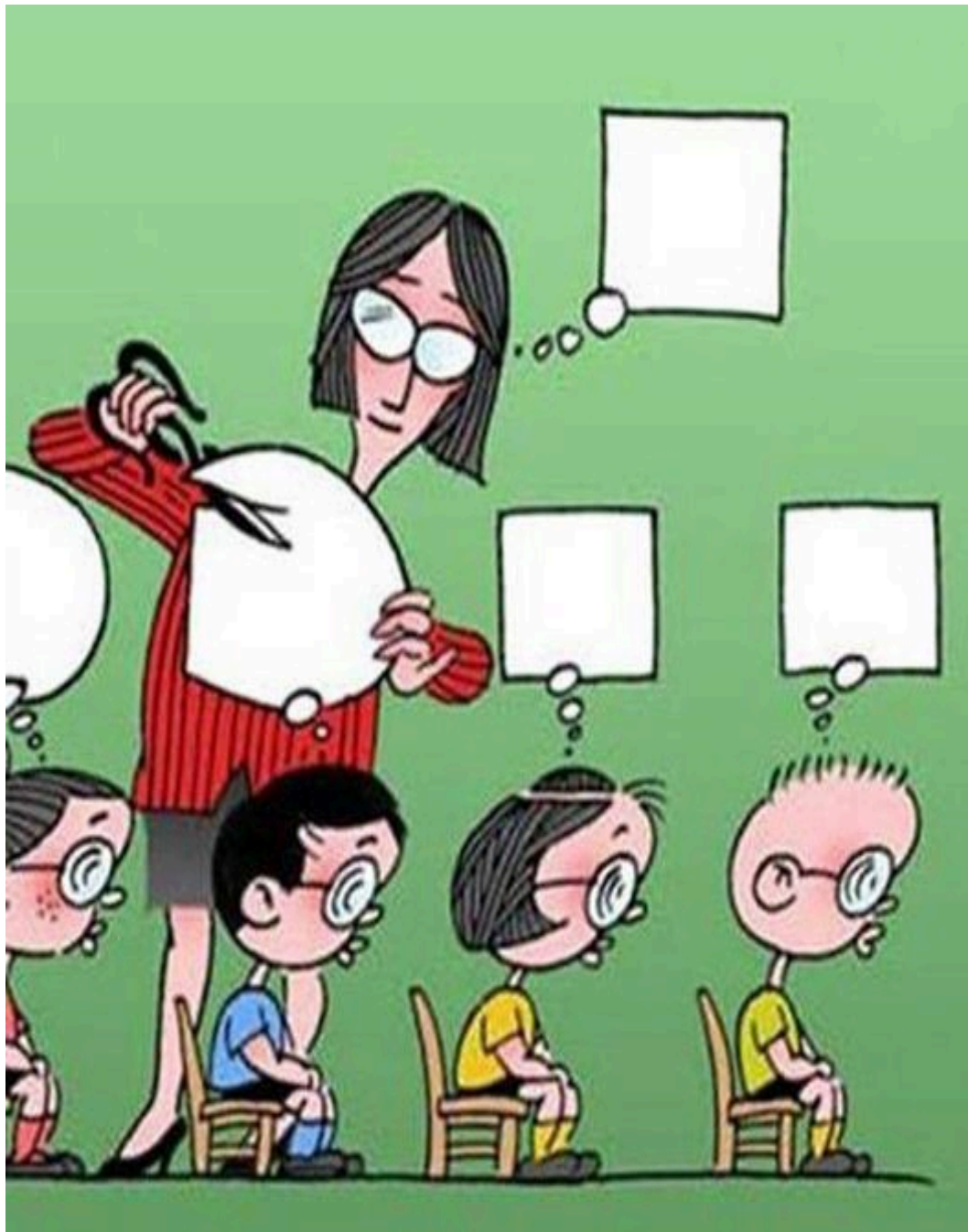


Quanto costano alcuni servizi comunali?

SERVIZI A DOMANDA INDIVIDUALE 2008







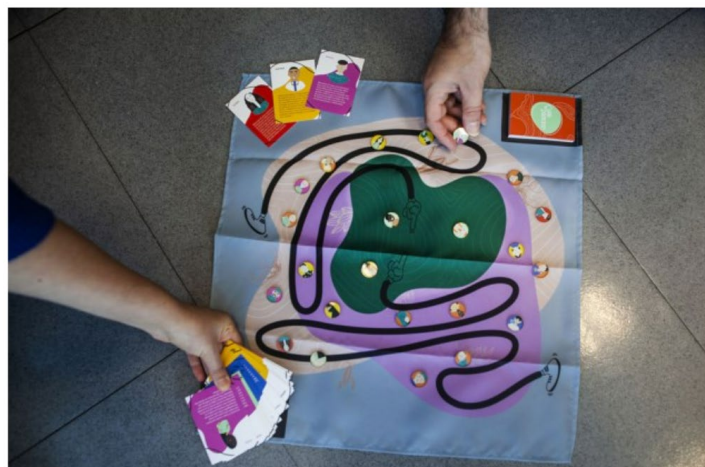
Using FREIRIAN methods for self-training, with respect for those who learn...better allows to reach “INFORMED JUDGEMENT” .

But is important to avoid that crowdsourcing become a “self-fulfilling prophecy”, through forms of indoctrination that “guide and orient” the results. Valuing surprises and discoveries is much important.

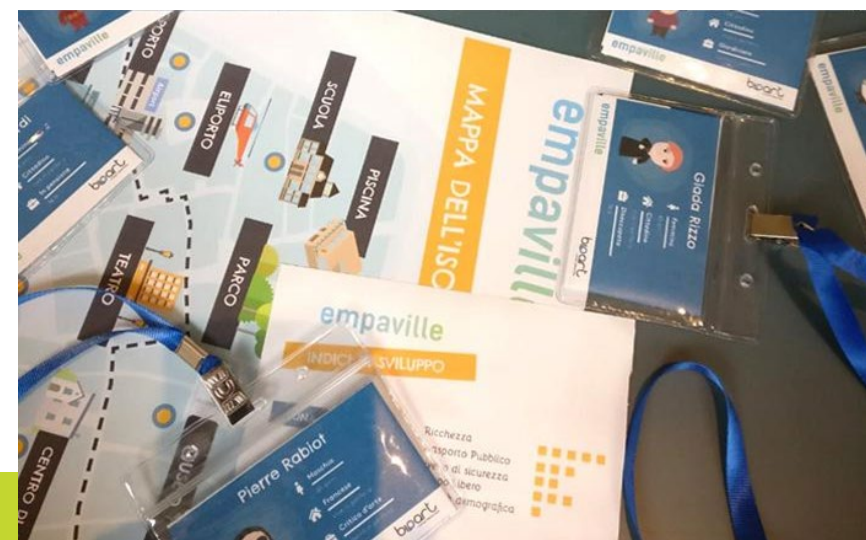




Gamification is also a central feature, as it helps to make our bias and limits visible, as well as to observe things from the others' perspective.

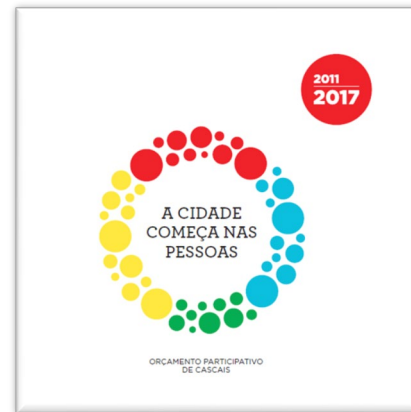


Jogo Quem Participa? definiu 42 cartas-perfis de pessoas tradicionalmente sub-representadas nos processos participativos ADRIANO MIRANDA/PUBLICO

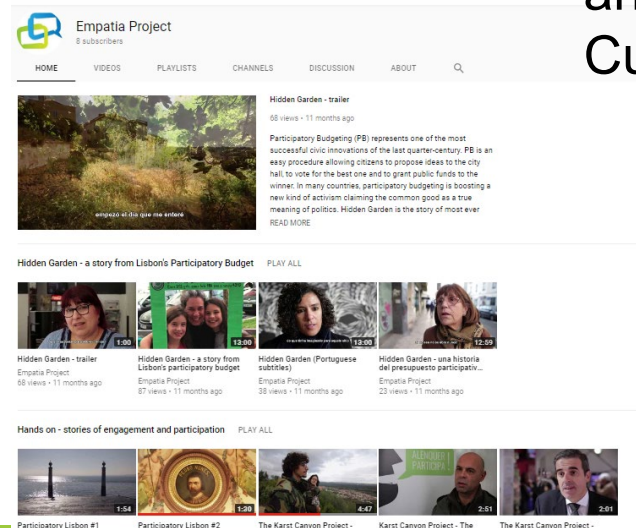




# GAMIFICATION ALLOWS TO PROVIDE RESPECTFUL CITIZENS-CENTERED NARRATIVES to foster the “recognition” of actors commitment and its singularities – also favouring the growth of cooperative/ethical behaviours

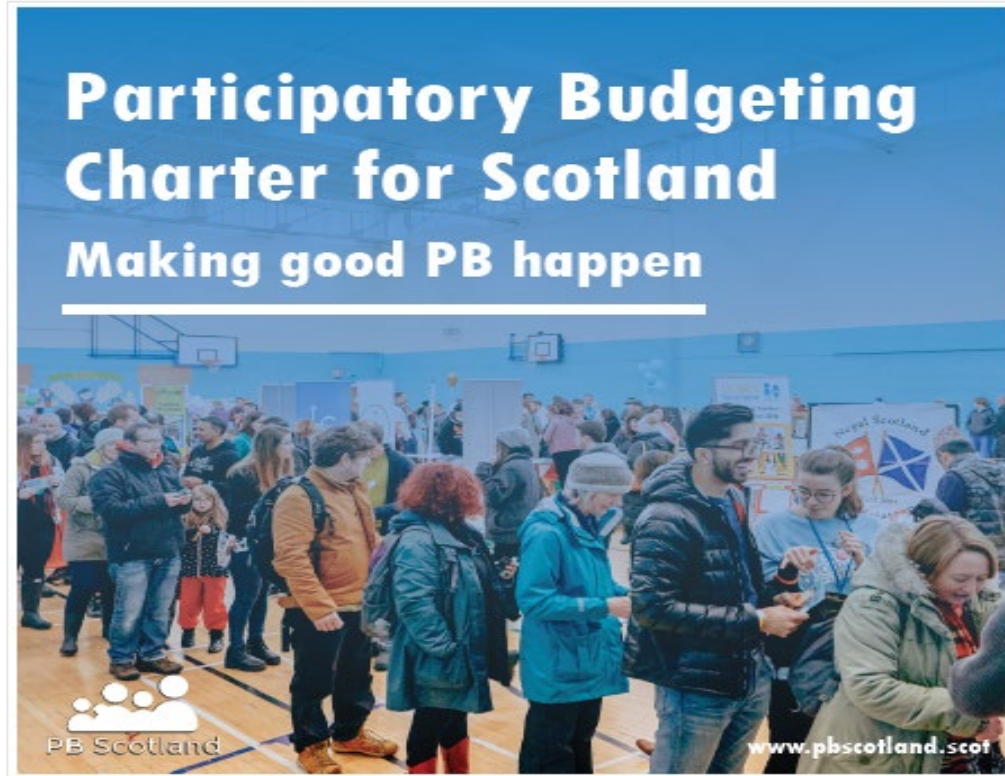


- The APP CITY POINTS APP in Cascais (PT) – not a classical gamification but a space for increasing civic engagement and solidarity – Now a Digital Currency called CASHCAIS





**NETWORKS** are important **ALLIES** of the dissemination of such innovations  
An example comes from the **CHARTERS OF PRINCIPLES** built in Portugal and in Scotland to increase the PB quality in its different phases.



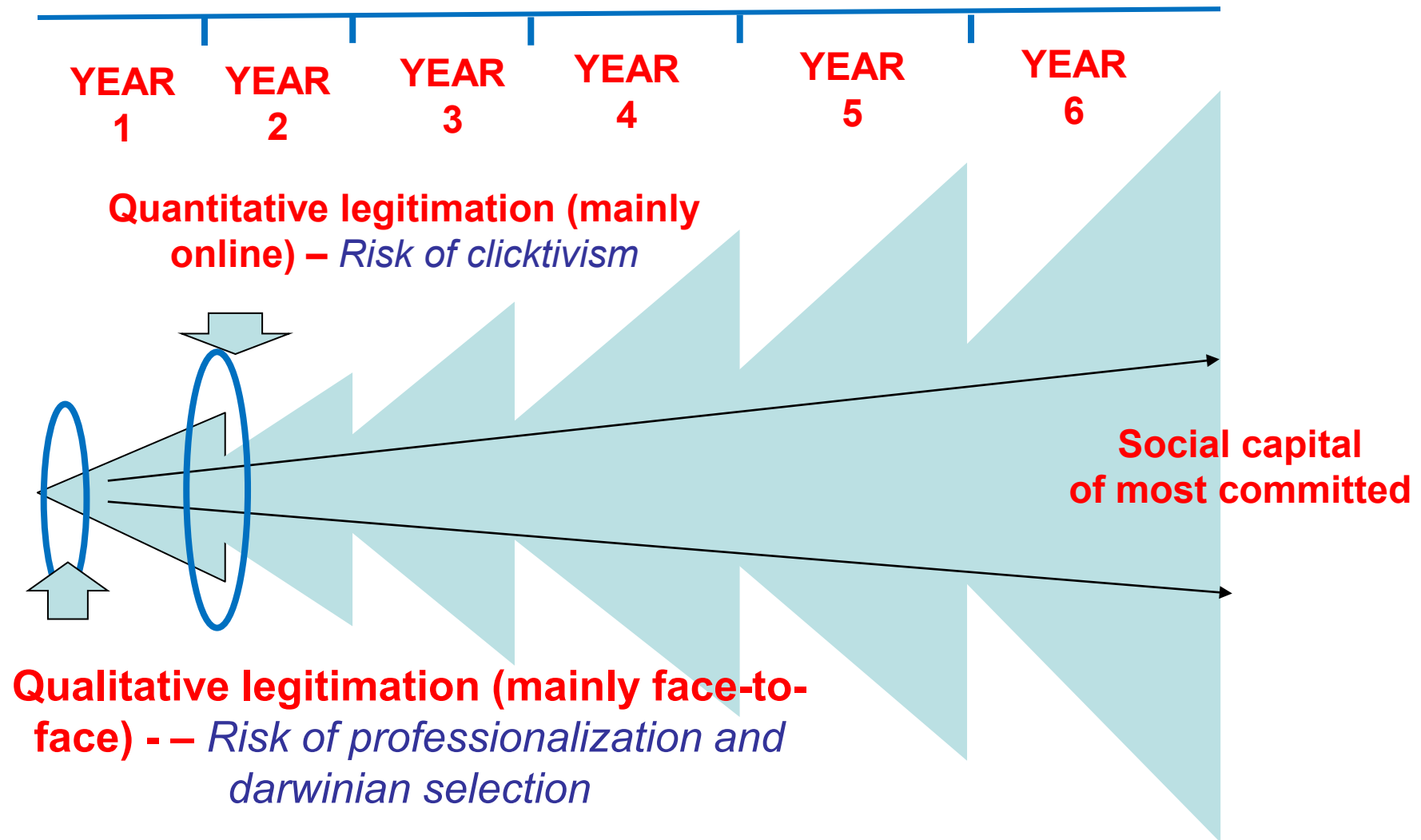
Source: RAP, 2017

PARTICIPEDIA\\





A good way of imagining some crowdsourcing tools (which are not “ad hoc” created, but repeated over time, as participatory budgeting) as a quantitative/qualitative process of incremental growth of actors and their socio-relational capital.

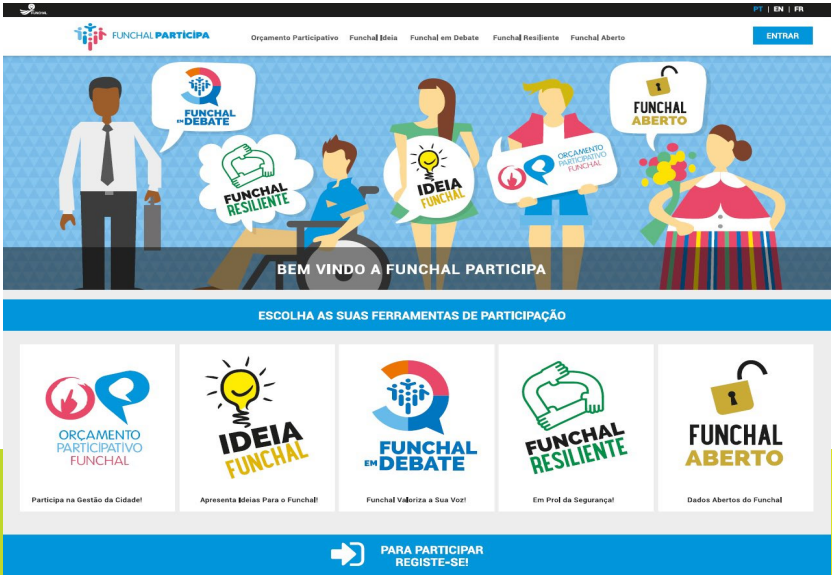




In this direction, a consistent help comes from the creation of multichannel systems of participation, where PB is tightly interlinked and coordinated with other processes with specific targets and different topics and methodologies.



The cases of Canoas (Brazil), Cascais, funchal and Lisbon (Portugal)





תודה  
Dankie Gracias  
Спасибо شكراً  
Merci Takk  
Köszönjük Terima kasih  
Grazie Dziękujemy Dèkojame  
Ďakujeme Vielen Dank Paldies  
Kiitos Täname teid 谢谢  
**Thank You** Tak  
感謝您 Mòran Taing Teşekkür Ederiz  
Obrigado 감사합니다  
Σας ευχαριστούμε  
Bedankt Děkujeme vám  
ありがとうございます  
Tack



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