



Management for the Digital Age

4. Digital Divide and E-Participation



Chair of Business Informatics
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Case Studies - Overview

- Case studies are individually prepared cases where you need to apply the knowledge from the lectures in a practical work context
- 40 % of final grade
- How to pass:
 - **Part 1: Working on Case studies in small groups (group work)**
 - Sign up for a group, name your group and collectively work on each case study (note: only **one** of you must upload it)
 - 3 out 4 needed to pass the course
 - Case studies to be uploaded to Moodle by 11:59 pm CET on Sunday after the lecture (example: lecture unit on 15.05.2023, answer by 11:59 pm on 21.05.2023)
 - **Part 2: Assessment of other groups (individual work)**
 - Assessment is an individual performance
 - Please refer to the evaluation criteria found in Moodle under the corresponding section for the assessment
 - Assessment to be uploaded to Moodle no later than 2 weeks after the lecture (example: lecture unit 21.05.2023, assessment by 28.05.2023, 11:59 pm CET)
 - Each assessment is worth 2,5% of the final grade



“Does E-participation contribute to the improvement of democracy, by engaging all citizens to take part in the public decision-making and service delivery process?”

- To define what is e-participation and how it is different from the conventional concept of participation.
- To understand the spectrum and typology of e-participation, and the expected outcomes of the digital tools
- To identify the current trend of the e-participation’s development in Europe and the world.
- To understand the important factors and their links to the current challenges.
- To identify the gamification elements in motivating the e-participation and assess the current implementations.

Structure

1. Concept
2. Spectrum and typology of digital tools
3. E-participation development trends
4. Challenges of E-participation
5. Excursion: Gamification in E-participation
6. Conclusion

1. Concept of E-participation

1. Concept

1.1. Definitions of E-participation

- “The usage of ICTs to engage citizens [and organizations] in public decision-making and public service delivery process, under the involvement of government”
- E-participation as a subset of participation
- Government involved in the process, either as a initiator, moderator, or receiver of inputs
- Three scales of e-participation:
 - e-information
 - e-consultation
 - e-decision-making (e-collaboration/ e-empowerment)
- A part of e-government, as well as digital government



1. Concept

1.2. E-participation within digital government?

- In session 3, we learned the digital government evolution model
- E-participation is a subset of e-government, broadly a part of digital government

Four-Stage Digital Government Evolution Model by Janowski (2015)

| STAGE | APPLICATION CONTEXT | CHARACTERIZATION | | |
|-------------------|--|------------------------------------|---|------------------------------------|
| | | Internal government transformation | Transformation affects external relationships | Transformation is context-specific |
| Digitization | Technology in government | no | no | no |
| Transformation | Technology impacting government organization | yes | no | no |
| Engagement | Technology impacting government stakeholders | yes | yes | no |
| Contextualization | Technology impacting sectors and communities | yes | yes | yes |

1. Concept

Think and Repeat



How would you explain the concept of e-participation in your own word?

- How does this concept link with digital government?
- How is it different from pure citizen initiatives?

2. Spectrum and Typology of E-participation

2. Spectrum and typology of digital tools

Spectrum of e-participation according to the political dimension and level of participation and examples of associated tools

| | More political ←————→ Less political | | |
|--------------------------|---|---|--|
| Less engagement | Construction of political discourse | Policy-making | Public service delivery |
| Provision of information | Political parties' website, social media | Provision of information on laws, regulations, strategies, budgets, administrative processes, etc. | Information on public services Open Government Data |
| Consultation | Voting advice applications Parties platforms Candidates' website, social media | Ideation forums Parliamentary inquiries Consultations on draft policies (incl. feedback from govt.) | Customer feedback Consultations on services Participatory planning (e.g. urban) |
| Collaboration | E-voting and m-voting Agenda setting (e.g. e parties, collaborative electoral platforms) | E-voting and m-voting (e.g. for part. budgeting, referendum) Citizens' initiatives E-petitions | Co-production (e.g. crowdsourced disaster maps) Co-creation (e.g. innovation competitions, hackatons) |
| More engagement | | Participatory budgeting Focus of the e-government Survey | |

Source: Le Blanc 2020

2. Spectrum and Typology of Digital Tools

2.1. E-voting (M-voting, I-voting)

- Category: Political discourse/ policy-making, e-collaboration
- Digitally vote for political parties, candidates, policies or programmes
- The most direct influence of citizen participation in tangible outcomes

i-voting, Estonia

- Digital tool for binding voting in national elections
- 3 times lower cost than conventional voting, reduced 11,000 cumulated working days
- 47% of whole voters use the internet voting in 2019 EP election
- Allows voters to change their vote during the election period



Estonia's e-Residency kit used for internet voting

2. Spectrum and Typology of Digital Tools

2.2. E-petition

- Category: Policy-making, e-collaboration
- Allows citizens and legal entities to submit a formal request on a specific political issue
- Legislators or government officials formally consider and debate the petitions signed by a certain number of people
- Efficient tool to empower citizens and address common issues



The Downing Street E-petition, the UK

- Publicized important e-petition data and results
- Clear rules for the criteria of further consideration at the government and the parliament

2. Spectrum and Typology of Digital Tools

2.3. E-participatory budgeting

- Category: Policy-making/ public service delivery, e-collaboration
- Citizens can decide how to spend a public budget for specific goals and objectives
- Bring citizens and government closer together
- This digital tool can be used for policy-making or public service delivery

Citizen Participatory Budget, South Korea

- Empowers citizens in the national and municipal budgeting (proposals and deliberation)
- Citizen input on the budget design and development
- The process and results published online
- 2021 budget: 63 projects were chosen (\$106 million) from the citizen initiatives
- Including social and environmental aim



2. Spectrum and Typology of Digital Tools

2.4. Co-creation

- Category: Public service delivery, e-collaboration
- Government allows citizens and other stakeholders in finding solutions for challenges and problems in the society and community
- Break down hierarchies between public and private organizations
- For various objectives under different forms (ex. Innovation, competition, hackathons)

WirVsVirus, Germany



- During the Covid 19 crisis in 2020
- A low-threshold participation opportunities for citizens
- Various objectives faced during the crisis
- Result: 28000 participants registered 43000 ideas, resulted in 1500 solutions in 48 hours

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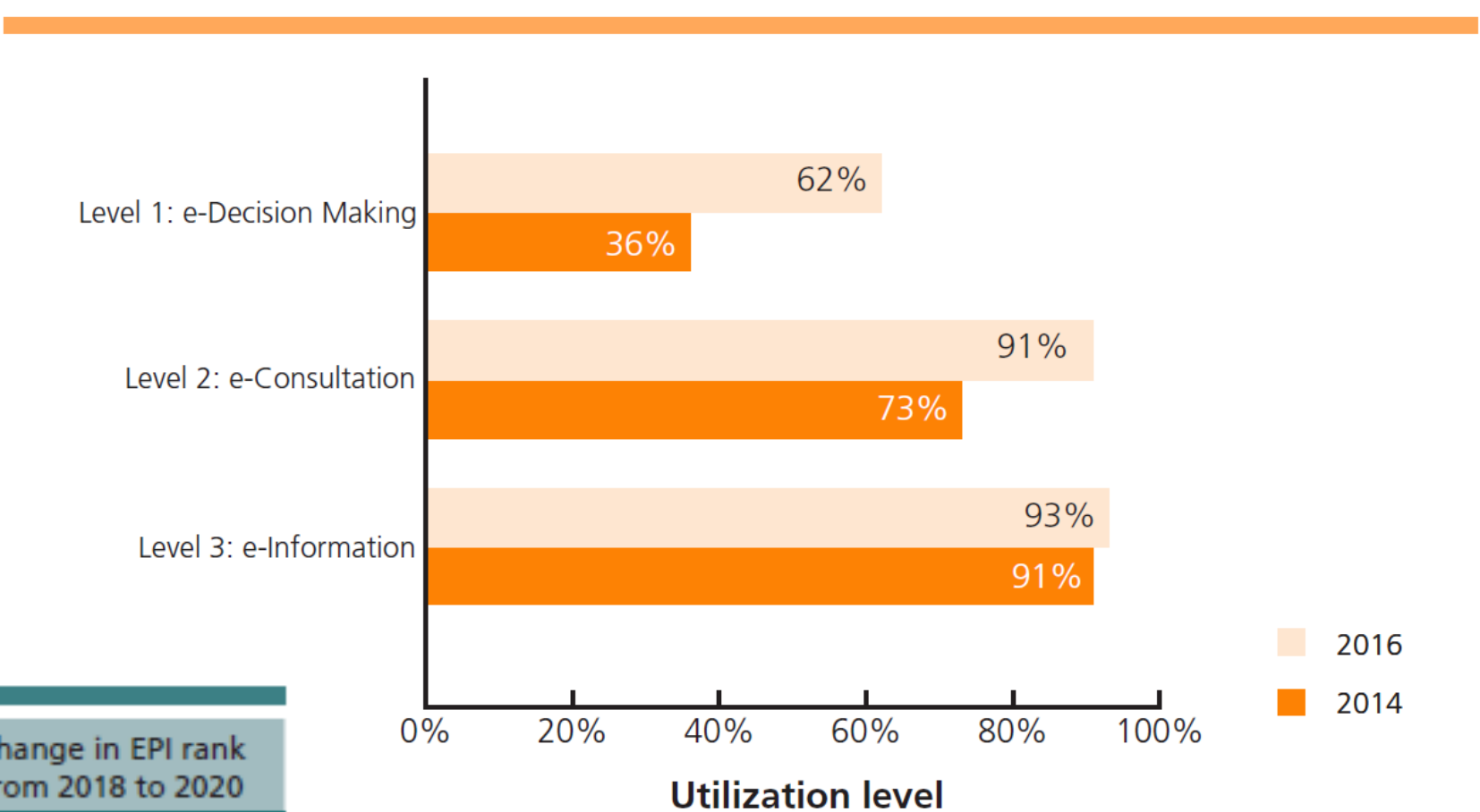
3. E-participation Development Trends

3. E-participation Development Trends

3.1. Trends and rankings

 1. Rapid development of **supply** side of e-participation: e.g., consultation platforms, ideation forums, complaint systems

Figure 3.10. Percentage of e-participation levels within the top 25 countries in 2014 and 2016



Source: UN e-government survey 2016 p.71

| Countries ranked highest in the 2020 E-Participation Index | | | | |
|--|--|-------------------|------------------|--------------------------------------|
| EPI rank in 2020 | Country | EPI value in 2020 | EPI rank in 2018 | Change in EPI rank from 2018 to 2020 |
| 1 | Estonia | 1.000 | 27 | +26 |
| 1 | Republic of Korea | 1.000 | 1 | 0 |
| 1 | United States of America | 1.000 | 5 | +4 |
| 4 | Japan | 0.988 | 5 | +1 |
| 4 | New Zealand | 0.988 | 5 | +1 |
| 6 | Austria | 0.976 | 45 | +39 |
| 6 | Singapore | 0.976 | 13 | +7 |
| 6 | United Kingdom of Great Britain and Northern Ireland | 0.976 | 5 | -1 |

Source: 2020 United Nations E-Government Survey.

France: EPI rank 18
Italy: EPI rank 41
Germany: EPI rank 57
Czech Republic: EPI rank 65
Hungary: EPI rank 75



3. E-participation Development Trends

3.1. Trends and rankings



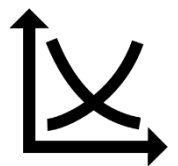
2. **Combining online and offline** participation possibilities



3. Mainly developed at the **local level**



4. Together with coproduction and co-creation **boundaries** between public and private sector become **blurred**

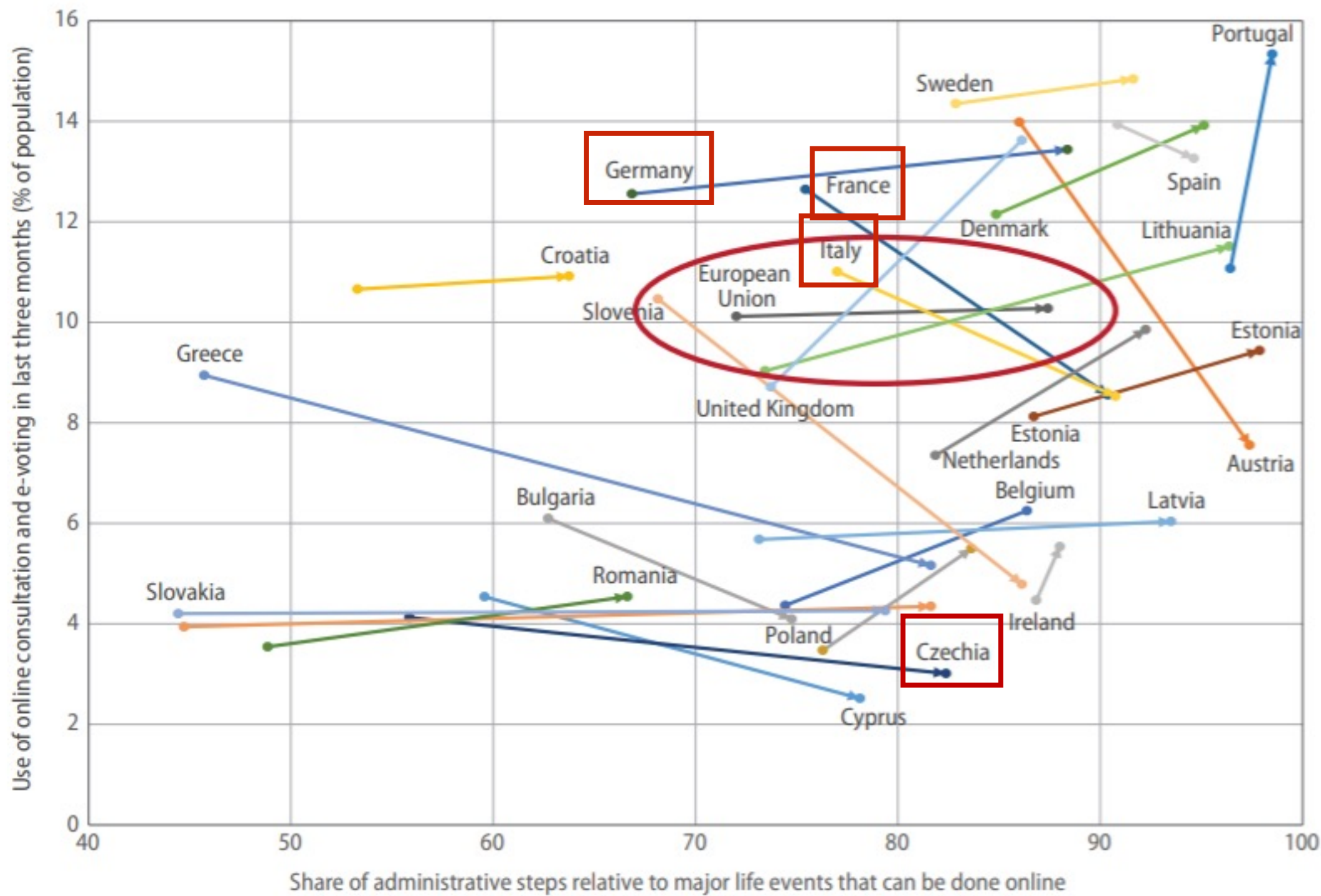


5. **Demand** for e-participation remains low

3. E-participation Development Trends

3.2. Low development of e-consultation and e-voting in Europe

Availability of services online and use of e-consultation and E-voting in European countries, 2014-2019



Source: Blanc, David Le. 2020: "E-Participation: A Quick Overview of Recent Qualitative Trends,". p.15
Data based on Digital Economy and Society Index by European Commission

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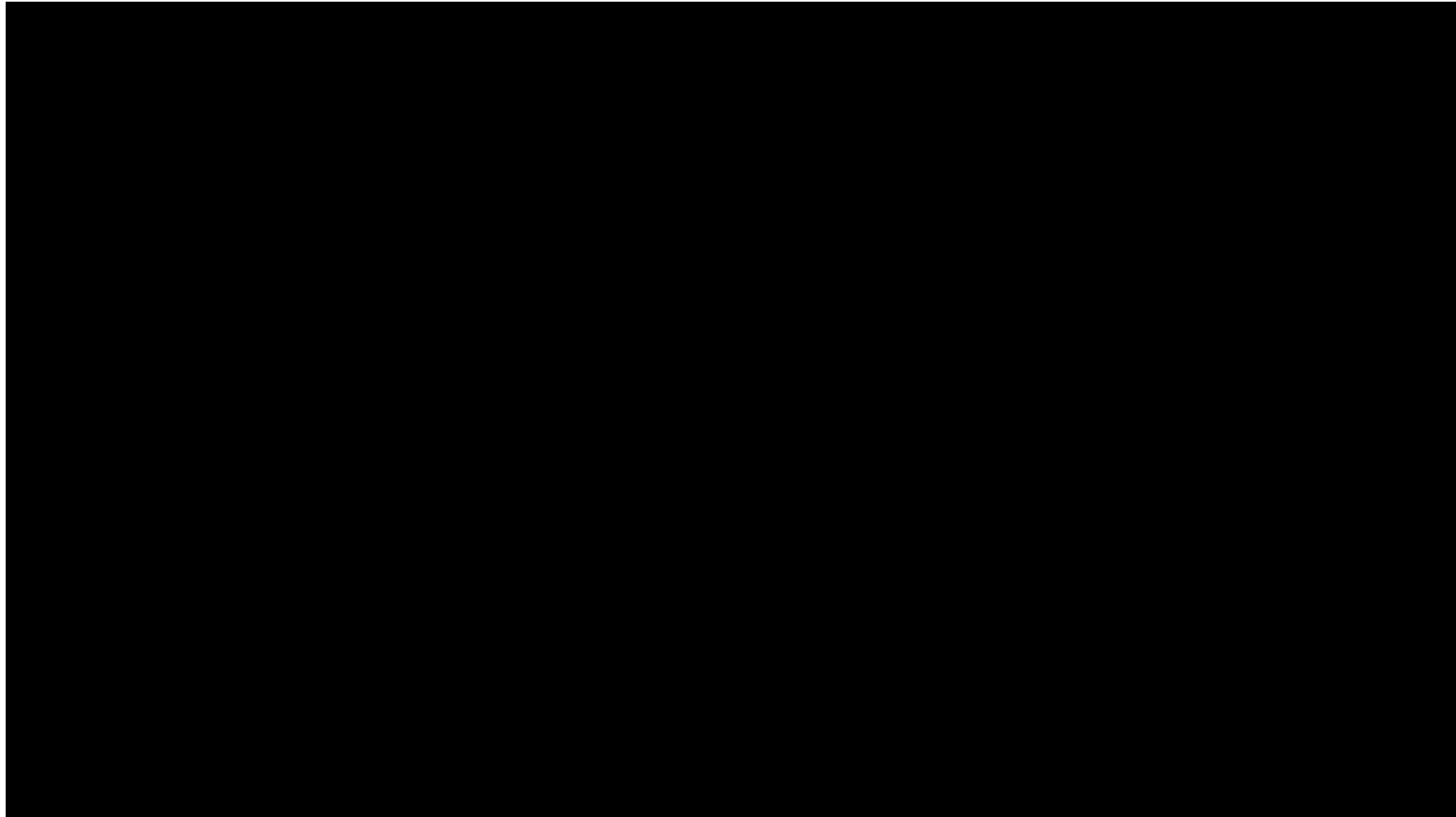
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Remote Energizer



Source: <https://www.youtube.com/watch?v=6fnLKyRJrs>

4. Challenges of E-participation

4. Challenges of E-participation

- General barriers to participation (e.g., participation captures elites only, lack of voice for certain groups, participation fatigue, lack of resources and capacity)
- Specific barriers related to e-participation:

| Barrier | How to deal with that |
|---|---|
| Digital divide (hardware and competencies) | Provide physical access, train citizens |
| Sole focus on technology | Focus on social and institutional factors too |
| Lack of clear objectives | Being clear on goals and related costs and resources |
| Missing knowledge about expectations of different stakeholders | Proper stakeholder analysis and adapting channels and instruments to different |
| Lacking trust in government , social media and/or the internet | Taking trust into account, decide which degree of monitoring is really needed, no privacy breaches |
| Missing impact of participation or felt missing impact | Responsiveness, clear mechanisms that show the integration of participation results in decision-making processes, providing feedback, transparent processes |
| High costs and low benefits | Better measuring costs and benefits, especially invisible costs, better plan budget |
| Missing knowledge about effectiveness of e-participation | More systematic evaluations pf e-participation |

4. Challenges of E-participation

4.1. Digital Divide

Groups of citizens are different in terms of access to e-participation, due to a lack of:

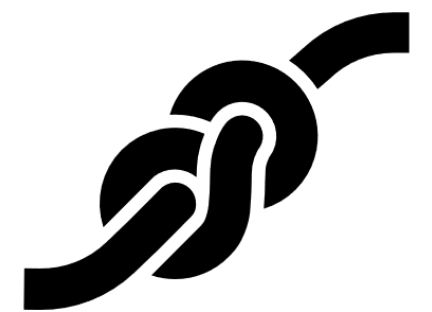
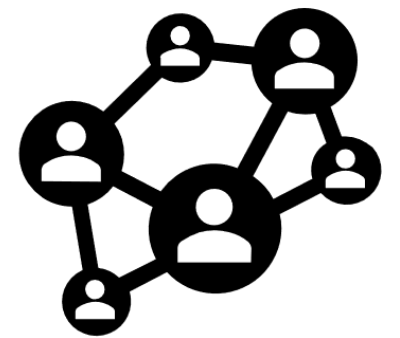
- Access to **infrastructure** (computers, internet, broadband) □ today mainly an issue in developing countries
- **Digital literacy** □ competencies related to operate computers, look for and analyze information, analyze complex policy proposals and provide inputs □ which competencies are needed depends on type of e-participation (rather low skills: e-petitions, rather high skills: hackathons)



4. Challenges of E-participation

4.2. Government Responsiveness and Clear Mechanism of E-participation

- Citizens might not see their impact: “The whole process might lead to nothing”
- High uptake of an e-participation platform does not automatically translate into high **government responsiveness**
 - Formal institutional process generates the pressure on government
- Clear linkage between e-participation mechanisms and decision-making process
 - Policy-making: define and publicize the process and criteria for citizen inputs consideration
 - Service delivery: clarify mechanisms of government response on citizen inputs and implementation of service providers
- Transparency about process and results

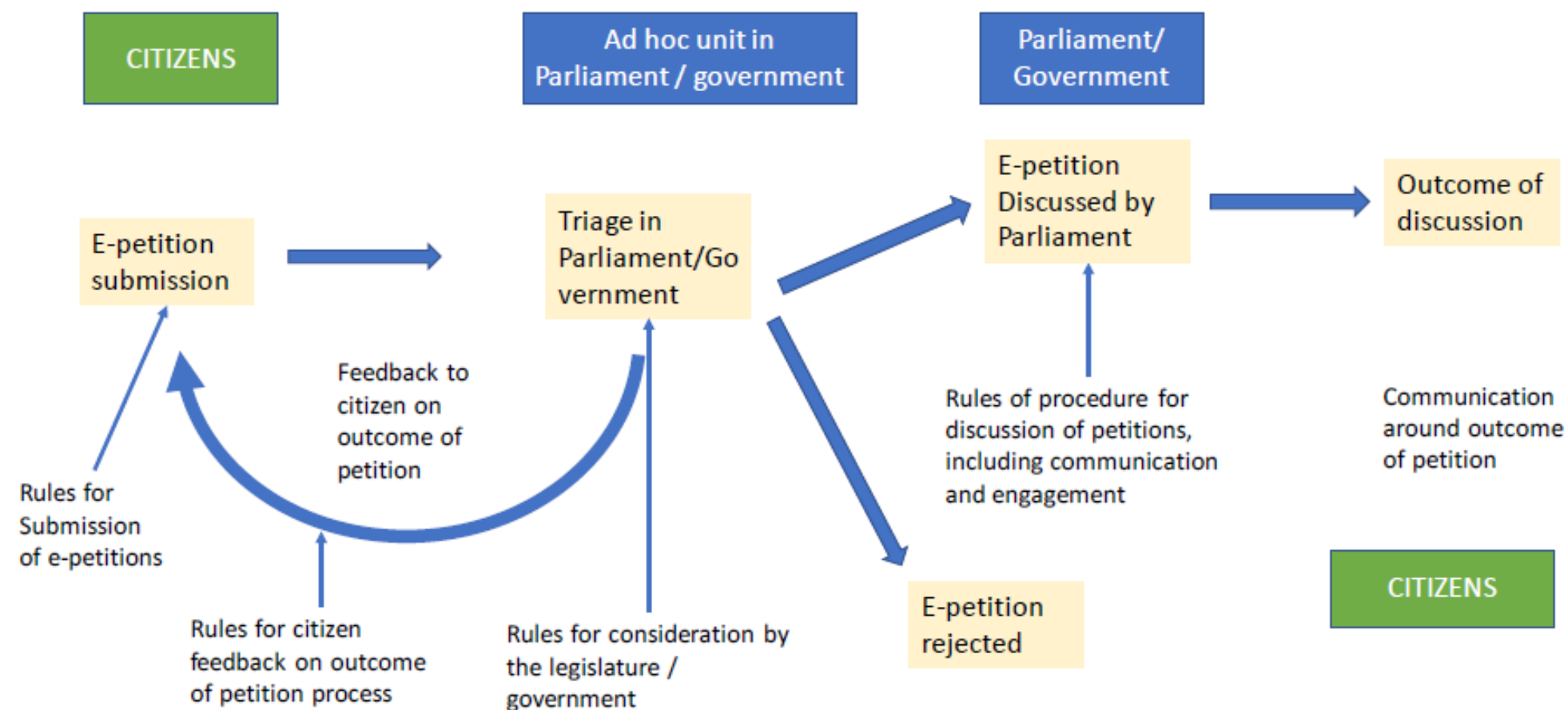


4. Challenges of E-participation

4.2. Government Responsiveness and Clear Mechanism of E-participation

- The case of UK e-petition process (Asher et al 2019)

Linkages between e-participation processes and formal decision-making processes:
the case of e-petitions

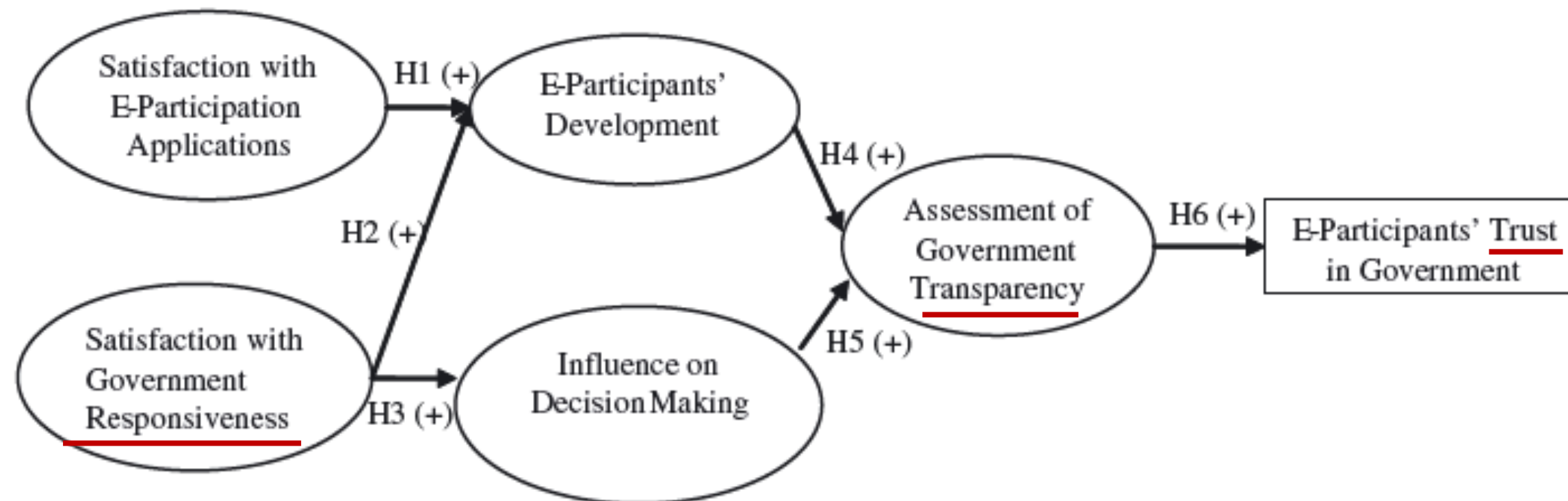


Source: Le Blanc 2020, p.21

4. Challenges of E-participation

4.3. Trust in Government

- Satisfaction with government responsiveness can lead to the increase of trust as an outcome



5. Excursion: Gamification in E-participation

5. Excursion: Gamification in E-participation

Gamified elements in E-participation

| Classifier | Game elements | Description |
|-----------------|------------------------------------|---|
| achievement | e.g. badges | A mechanism to show the user his or her progress and achievements within the system |
| points | | Users can earn virtual points that in some cases can be used to redeem physical artefacts. |
| status | e.g. levels | In contrast to points in leaderboards, the underlying mechanic that aims to motivate is the strive for recognition by others and findings one's place in a community. |
| expression | e.g. spaces for open creativity | Where used, these spaces for open creativity/creation are usually the main component of the system. |
| feedback | e.g. notifications | The system provides the user with additional information, hints or gives encouraging statements. |
| personalization | e.g. profiles, avatars | The system offers a space that contains information about the specific user or can be modified by the user. |
| challenge | e.g. missions, quests | The system or other users ask the user to perform a certain activity under predefined conditions. |
| competition | e.g. leaderboards, highscore lists | Competition does not necessarily connect to rivalry, but can also be neutral comparison. |
| time constraint | e.g. due dates, countdowns | Users are given a certain amount of time in which they ought to perform or complete a specific activity. |

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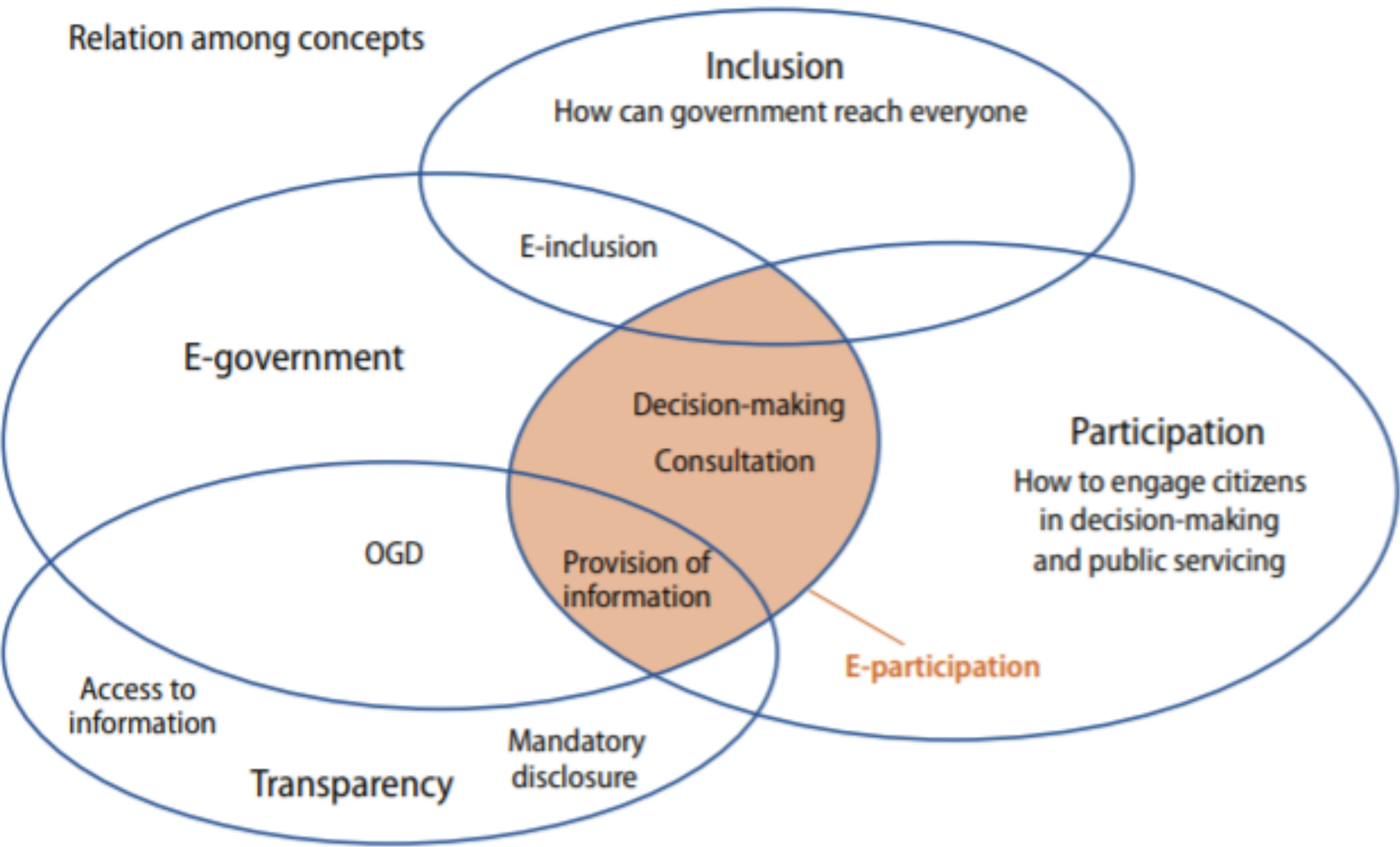
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6. Conclusion

6. Conclusion

Relations among e-participation and selected governance concepts



Source: Le Blanc, David. "E-Participation: A Quick Overview of Recent Qualitative Trends," 2020, 33. p.4-8

6. Conclusion

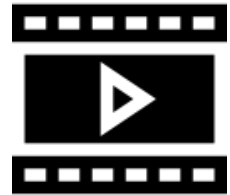


“E-participation contributes to the improvement of the citizen engagement on the public decision making and service delivery positively, but E-participation cannot be the goal itself without a proper institutionalization, because...”

1. **Social and economic gap of public:** Only digitally skilled people with the physical access to the internet can utilize the e-participation platforms.
2. **Formal e-participation process:** Citizens' inputs can get lost without being responded or considered in the public decision-making process.
3. **Motivation and trust:** Not all citizens are motivated to participate, for example, due to the lack of trust in government.
4. **Limited capacity of collaboration:** Not every participatory process results to the better results.

+ **Good utilization of gamification** in e-participation can be one of the strategies to close the digital divide by educating users, and to encourage users to participate easily and effectively in the platform.

7. After-lesson activities



Watch the video of TedxBocconi on “What if government was a game?”



You can read the literature of Thiel (2016) regarding various game elements applied in E-Participation. Check how the author describes the application of such elements in e-participation.



What other game elements would you like to propose to apply?

8. Business Game

▼ 4: Digital Divide and E-Participation



Business Game - 22.05.

Business Game is the third part of the examination performance. You can either take part in the business game on the 15th of May (see session 3) or on the 22nd of May (see session 4). Please fill out the selection tool. More info will follow soon.

When? 2 - 4pm

Where? Griebnitzsee, House 6, seminar room S28 (3.06.S28)

Thank you!