COLUMBIA | SIPA
School of International and Public Affairs

May 2019

TOWARD A DIGITAL ARUBA

Increasing readiness of Arubans and Aruba's civil servants for e-government

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EXECUTIVE SUMMARY

Establishing the readiness of public servants and Aruban citizens first requires increasing their willingness and ability to embrace a digitalized government. To implement an e-government-strategy successfully, it is key to achieve quick wins and cement long-term resilience.

Pillar I: Increase Willingness

To increase the willingness of Aruban residents and Aruba's civil servants towards adopting an e-government, we recommend that the government of Aruba communicate a fundamental need for change through three messaging initiatives: 1) The formation of a national narrative; 2) A compelling messaging campaign for the general public; and 3) Targeted messaging for public servants.

Pillar II: Increase Ability

Ability and skills are critical for a successful adoption of e-government. To cultivate them, we recommend implementing three programs:
1) "e-Ambassadors" and an "e-Government Learning Space" for citizens; 2) Weekly "Training Happy Hours" for public servants; and
3) An inter-departmental hackathon to engage public servants and key stakeholders.

Pillar III: Quick Wins

To secure support for e-government in the short-term, Arubans and civil servants must see how it benefits them as soon as possible. We recommend the implementation of three highly visible projects in the immediate future to demonstrate the benefits of e-government: 1) A "Pain Points Contest" for the general public;
2) Improvement of the top three most frustrating public services; and 3) Process mapping of interdepartmental procedures for public servants.

Pillar IV: Make It Stick

Government investment in e-government must be sustainable and non-partisan. To achieve this, we recommend three intentional strategies: 1) Make the connection between e-government and larger global trends, actors, and programs;
2) Maintain full transparency; and
3) Bring in reputable international experts.

We believe that the Aruban government's investment in its people, coupled with tangible wins and intentional strategies will result in a strong foundation for a digital government. With our proposed strategies, we feel confident that changes introduced into Aruban government will be sustained for the long-term, allowing Aruba to lead the Caribbean by example.

INTRODUCTION

Aruba's e-government strategy needs to center on people, not technology. The most advanced technology is futile if people are not ready to adopt it or if the technology does not solve the root of their actual problems. This report delves into the human side of the e-government adoption strategy for Aruba. We conceptualize the challenge the Aruban government faces with the term "readiness". With each section, we hope to shed more light on how to increase the readiness of public servants and Aruban citizens.

Readiness, broadly defined, consists of two components: willingness and ability. This report highlights applicable methodology and insights to increase willingness and ability of Aruban citizens to adopt the upcoming e-government platform. This report offers several actionable initiatives, divided into four pillars:

PILLAR I Increase Willingness

PILLAR II Increase Ability

PILLAR III Quick Wins

PILLAR IV Make It Stick

METHODOLOGY

Three sources informed the suggested projects and initiatives: desk research, theory, & field work.

We began with preliminary desk research. We analyzed the efforts of various countries to digitize their government services and explored both best- and worst-case scenarios ("dos and don'ts").

Next, we studied theory, specifically focusing on change management, human-centered design, and other literature on digitalization of government services.

Finally, we conducted field work, consisting of a one week visit to Aruba where we interviewed 26 stakeholders including: government workers, public sector organizations, NGOs, academia, and business coalitions. In addition to our formal interviews, we spoke with Aruban citizens, gaining insight to their daily routines, frustrations, and pain points when dealing with government. The on-site visit was the most important part of our work. By being able to talk to Arubans face-to-face, we were able to validate, specify, and sometimes refute our working hypotheses developed from desk research and theory exploration.

PILLAR I:

INCREASE WILLINGNESS

From Change Management Theory, we know that leaders often mistakenly assume people understand the problem and feel the need for change -- which is frequently not the case.

The fundamental need for change must be communicated through multiple, redundant channels. A successful implementation of e-government will involve three components:

- The formation of a national narrative
- Clear messaging towards general public
- Targeted messaging to public servants

NATIONAL NARRATIVE

Aruba needs to create a unifying national narrative that conveys the urgency and necessity for a digital government, thereby ensuring popular support and acceptance.

A good national narrative goes beyond every day discussions about political ideas, and instead offers a long-term vision for Aruba. It is forward-looking and provides guidance. "Efficiency" or "Ease of use" are not enough to form the foundations of a strong story; the narrative must be attractive to all citizens. This can be achieved by drawing on a theme Arubans are proud of, fosters a sense of national unity, and provides legitimacy for e-government.

"Why is this worth all of our effort?"

"E-government won't create the narrative. E-government should be at the service of a higher goal, but it will not be the single factor that will cause it"

Estonia has been successful in creating a national narrative, drawing from its history and geopolitical tensions. The narrative relies heavily on the need to maintain independence from Russia and strengthen national security. The Estonian national narrative has rallied people around the e-government, and has helped win the hearts and minds of Estonians.

"Arubans are storytellers: tell a story!"

Recommendations:

Similar to Estonia, Aruba needs to find its own national narrative that answers this question:

Where do you want to see Aruba in 20 years?

It is critical to involve all Arubans in this process: what are their motivations and frustrations with Aruba today, and what are their desires and hopes for the future?

Determining a national narrative requires identifying what brings Arubans together, beyond gender, age, socioeconomic status, or political party. **What is Aruba above all?**

Throughout our interviews, we encountered ideas that could be the stepping stones to creating the national narrative. We recommend leveraging them with further inputs from public discourse and relevant stakeholders.

The Digital Island "e-Ruba"

Better services and more transparency for all Arubans

► No more standing in line and running from one department to another!

The Progressive Island of the Caribbean

Aruba as a thought leader in the region

► A small island that is doing big work!

An Island Home for Digital Nomads

Securing Aruba's prosperity by finding sweet spot between business and tourism

► Securing Aruba's prosperity by attracting new businesses, workers, and creators - making Aruba a workplace for digital nomads while also calling Arubans home to help build new things.

EXTERNAL MESSAGING

Many Arubans are not yet aware of the potential benefits e-government can afford them. Community awareness must be created for practical purposes, but also to truly engage citizens in the journey that lies ahead. To do so, the government must focus on quick wins (see Part III). Moreover, it is key to communicate to Arubans the value of the change in their own terms and in measures they can easily understand. In sum, Arubans need to learn what is in it for them.

"The necessity of e-government has to be imprinted in the minds of the people"

The message to the Arubans should focus on tangible benefits, or: how e-government will impact day-to-day lives of Arubans. The concept of e-government is vague. The real, substantial benefits for citizens must be specified.

We advise the government to launch a campaign highlighting how a person can better use those hours they would otherwise spend waiting in line.

#DosOra

#TwoHours

#TweeUur

#DosHoras

Proposed Name of the Campaign:

#DosOra #TwoHours #DosHoras #TweeUur

Communication Channels:

TV commercials; radio jingles; Facebook and other social media; Billboards; Direct Mail Advertising

Campaign Concept:

"With e-government, you have now regained the two hours that you used to spend in line. What could you do with those two hours?"

Interaction:

Under the campaign hashtags, citizens can post how they are now spending their two hours instead of queuing for services. These activities can be amplified by a government sponsored social media campaign and as content for TV commercials, radio jingles and billboards.

Example Activities:

Nap on Baby Beach; Read nine children's books to your four-year-old; Cook a traditional Aruban meal with your family; Family Trip to Arikok National Park.

EXTERNAL MESSAGING

Amplification by E-Gov Champion:

In later stages of e-government implementation, this figure can showcase new services and benefits. For instance, the E-Gov Champion can be first to receive a digital ID, Facebook live-stream using digital services, getting a license plate quickly, or easily signing up for a business license.

"The message needs to be that no one will be left behind, quality of life will be improved, and life will be easier."

"There is urgency to transition but not necessarily a sense of urgency to do so."

Recommendations Specific to Traditional Media:

- Traditional media outlets must be invited to be partners from the beginning of the campaign.
- A call for media personnel participation as citizens of Aruba themselves will likely be the most efficient way to engage traditional media in the dialogue.
- By inviting the media to participate with all Arubans in the #DosOra campaign, a grassroots discussion surrounding government processes will spread further, allowing for a greater sense of ownership of the discussion by the national media
- A direct video announcement from the Prime Minister can serve as an invitation for all Arubans to participate in the #DosOra campaign to be shared through national Aruban television channels such as TeleAruba.

INTERNAL MESSAGING

Public servants often resist change because they fear job loss, uncertainty, or excessive demands. The prospect of a digital government appears to generate those anxieties in Aruba. To combat these fears, we recommend the Prime Minister deliver a direct communiqué to civil servants.

"If you can make them sound important, do it"

RECOMMENDATION

interesting | **easier** | **efficient**

We recommend that the Prime Minister speak directly to public servants. When presenting the e-government strategy and general vision, the Prime Minister should specifically address job security, career development, and the benefits of e-government for public servants. She should emphasize that with e-government, the work of public servants will become more interesting, easier and more efficient. With their new skills and these new tools, they can better serve Arubans.

This communication needs to be positive -- to the effect of, "We can give you new skills and the right tools to better serve the public's needs, and ultimately, this is going to improve your job." They should be reassured that civil servants will benefit from this change and nobody will lose their job or be made irrelevant in their departments.

Ultimately, this should be an invitation and call to help the government transform. Public servants must feel that they are part of the transition and necessary to this transition. They are not just the subject of change -- they are the drivers of it.

Communication Channels

- This communication can come via email or conversations with public servants in their ministries, ideally with media present
- Email(s) with an embedded video message from the Prime Minister.
- In person visits:
  The Prime Minister can visit and speak directly to each ministry as the onboarding process continues. The most effective way to do this could be town halls. This direct communication is critical in ensuring all public servants feel like they are valued and needed -- which could make or break the success of implementation -- thus making it well worth the Prime Minister's time.

PILLAR II:

INCREASE ABILITY

> *"We should avoid a scenario where leaders are marching ahead with drums, forgetting to look back and see that people are still looking for the button to turn on their computers."*

From much of the literature, it is clear that upgrading skills are crucial to successfully implement an e-government. The development of basic digital capacities of citizens and public servants is key to success.

"The higher the level of ICT literacy, the more likely citizens and public servants will be inclined to accept and use e-government services."

Aruba has a high mobile phone penetration rate, and many people are online, especially on Facebook. However, many Arubans, including public servants, do not feel comfortable using computers and productivity software such as Microsoft Office, Microsoft 365, Google Drive, or other commonly-used tools. The mixed experiences of various departments that have independently digitized their processes highlights the necessity to up-skill both public servants and the wider public.

E-AMBASSADORS & E-GOVERNMENT LEARNING SPACE AT COMMUNITY CENTERS

"There is a lack of skills to use the internet properly. E-government requires more than logging into Facebook. People need coaches."

Arubans need to be familiarized with the use of computers and productivity software. Although most Arubans use smartphones and the internet, we suspect that many do not yet feel comfortable using computers for productive means, such as online banking, Microsoft Office, or other digital services. There is a significant imbalance of IT maturity within the society.

To fully integrate all Arubans into a digital society, assistance and training must be provided. The government should aim to empower Arubans with lasting skills that will help them operate easily in a digital future.

To be effective, the government should provide training and assistance in communal settings that Arubans are used to and enjoy. The trainers should be people they know and trust. We advise employing existing infrastructures such as: Centros di barrio, Multi Functional Accommodations (MFA) and the Aruba National Library with the B-Lab.

PROPOSED IMPLEMENTATION PLAN

Pilot Phase

- Timing: Twice a week, evening sessions
- E-Ambassadors: Community members (students from University of Aruba, community workers) selected by Futura
- Incentive: Communal work, impact, and certificates
- Content: Basic computer literacy, productivity software, public services

Standardization Phase

- Infrastructure: Upgrading the learning spaces with hard- and software such as computer terminals.
- Content: E-ambassadors form a working group to develop their teaching approach and course content.

Institutionalization Phase

- Communication: The E-ambassador Working Group serves as a communication channel between the e-government unit and Aruban citizens.
- On demand-assistance: As more and more public services are digitized, the E-ambassador-program could be upgraded into an on-demand help desk for citizens struggling to navigate e-government services. At this point, the spaces will have developed into trusted locations where citizens feel comfortable asking questions and interacting with E-ambassadors.

Digital Ambassadors Program (DAP), Rwanda

- Mainly comprised of youth, digital ambassadors deliver digital literacy programs in rural communities.
- DAP employs 5,000 young Rwandans as digital skills trainers, aiming for a 50% participation rate of young women and girls. By hiring these digital skills trainers, the lives of 5 million citizens will be impacted by being provided with hands-on training on how to use the internet and other technology.

WEEKLY TRAINING HAPPY HOUR

Public servants need to be familiarized with computers and software to work comfortably within a digital atmosphere. At present, there are no institutionalized training programs focusing on ICT training. Consequently, public servants' skill levels vastly differ. Additionally, technological skills are not part of the requirements of many job descriptions. Currently, departments -- especially those that have digitalized already -- have relied on ad-hoc and on-the-job trainings. Upskilling public servants was a major bottleneck for those departments. In the long-term, this process must change.

In the short-term, the government can set up a training program where public servants learn from each other and have the opportunity to develop their skills. Leveraging existing internal skills will not overly burden resources. It will also forge a culture of ownership and teamwork amongst the staff.

Weekly Training Happy Hour addresses and simultaneously builds on the different ICT skill levels within the departments. The project provides training outside of the daily routine and work flow. The ideal training will take place in a comfortable and welcoming space with provided refreshments.

Pilot Phase

- Timing & Organizer:Weekly training sessions organized by Futura Lab
- Attendees: Each department is invited to send 1-2 employees each week
- Content: Teaching is focused on common tools, such as email and Microsoft Office.
- E-coaches: Performed by volunteers from any of the departments. Cookies and coffee can be sponsored by the departments, Futura or the upcoming e-government unit.
- Incentive: Communal work, professional development, and visibility as an "e-coach"

The Aruban Department of Human Resources has developed an extensive set of tutorials (video and text-based) of the internal workflow software.

Expansion Phase

- Departments: Building on the established model, the departments are incentivized to run weekly training happy hours within their departments.
- Content: Public servants learn from each other. The content of the teaching is decided by the employees and the e-coaches autonomously.

Institutionalization Phase

- E-Learning Platform: Based on the topics covered in the trainings, an e-learning platform can be developed and shared across the government.
- Content: Tutorials, IT tips and a Frequently Asked Questions (FAQ) section.
- Creators: The e-coaches are consulted and invited to help create the content

To increase digital skills of civil servants, the Korean Government developed an e-learning platform as one of the programs to supplement face-to-face trainings to address limited resources.

INTER-DEPARTMENTAL HACKATHONS

At present, data is not transferred, managed, or stored consistently across departments, and there is no institutionalized or informal policy for data-sharing. Information, data, and knowledge are viewed as symbols of individual agency power rather than as shared assets. If data is shared between government bodies, it is done through ad-hoc and "unregulated" protocols, often based on personal connections between departments. We commonly heard criticism regarding the lack of formalized data-sharing. In the medium to long term, it will be necessary to centralize IT governance and institutionalize data-sharing protocol.

In the short-term, increased trust and interaction between departments can help to create a data-sharing culture. Regular hackathons are a promising way to translate the frustration over unshared information into realized efforts to solve problems. Hackathons are a fun and a collective experience that can create trust and camaraderie between departments. Ultimately, data sharing is about trust and willingness to cooperate, not technology.

> ***"If you do not share data, you can remove the "e" from "e-government."***

The Challenge:

The specific challenge of the hackathon should be related to the overall issue of inter-departmental data-sharing. For instance, the challenge could be:

> Digitize a specific service that requires data-sharing between two or more departments (such as CBS and Social Services) in order to solve a critical issue (for example, business license discrepancies, gaps in social welfare provision, or more)

Attendees:

Mid-management and leadership from the respective departments, local IT companies, public administration, and IT students from University of Aruba.

Expected Outcome:

The hackathons can be an important first step in creating a framework for how data is managed between departments. More importantly, the hackathons can create the necessary ownership within agencies to support a central IT infrastructure. By helping departments solve their problems, public servants may start to consider themselves as partners in the government's digital transformation, and will be more likely to support centralization of IT.

PILLAR III:
QUICK WINS

[Short Term Strategy]

"We have talked enough, now let's do something."

This section presents three highly visible projects that can be implemented immediately. Observable and concrete results will be important to avoid "innovation fatigue" of both public servants and citizens, and will help keep them on board for the future.

THE PAIN POINTS CONTEST

"The Pain Points Contest" will help accurately identify the worst red-tape experiences Aruban citizens face, gather insights on how to overcome them, and correctly set priorities for the government. The contest invites citizens to be an active part of the journey towards e-government.

"The Pain Points Contest" consists of two phases: first, citizens identify the most burdensome public services. Second, citizens give suggestions on how to improve the services. The contest should be hosted and moderated by the planned e-government department or Futura.

Quantitative Data Collection

- Goal: Pinpoint the most cumbersome public services for Arubans
- Method: The first part consists of Yes/No or Ranked questions inquiring about experiences with public services. The second part consists of open questions about the specific service or process and why it was difficult.
- Tool: Google Form, Qualtrics, or other survey services
- Communication: Link to the Google Form is shared on government websites, published on social media, and distributed by flyers and posters in government buildings, Centros di Barrio, MFAs, National Library Aruba, and other public space
- Incentive: Monetary prizes; winners are determined by a lottery of participants

Qualitative Data Collection

- Goal: Gather advice on how to improve the most cumbersome services
- Method: Open questions asking how the respective services can be improved
- Potential Tools: Ideascale or Insights.US
- Communication: Personalized invitations via email; link to digital platform (aruba.insights.us) is shared on government homepage, published on social media, and distributed by flyers and posters in government buildings, Centros di Barrio, MFAs, National Library Aruba
- Incentive: Monetary prizes; winners are determined by a lottery of participants.

The contest effectively identifies pain points and helps the government simplify administrative procedures. It empowers citizens by giving them a platform for feedback. The program helps to identify the mismatch between the perspectives from government officials and the actual experiences of citizens.

In 2008, the Mexican government launched a contest where citizens could identify the most superfluous administrative processes. More than 21,000 citizens entered the contest, and the results allowed the Mexican government to identify both common complaints and the departments they were associated with.

The contest was a tool for a larger project.

- First phase: Identify superfluous procedures (the contest)
- Second phase: Simplify procedures, set baseline rules and standards, engage public officials in a program to improve public management
- Third Phase: Introduce technologies for more efficient government services

Once the Mexican government identified pain points through citizen input, they were able to eliminate 2,198 inefficient steps within service procedures. Every three months, they conduct an assessment for 300 procedures on quality of service, availability of information, installation access, and satisfaction.

▶ Thanks to the contest, the government created a one stop shop for aspiring business owners, which integrates 18 procedures into one.

IMPROVE THE THREE MOST NOTORIOUS PUBLIC SERVICES

Independent of the learnings that will be generated from the "Pain Points Contest", the most impactful quick wins will be the three most commonly dreaded services: license plate renewals, papel de florin, and business licenses. It is not necessary to solve all the issues related to the three services. What is important, though, is that the wider public sees some improvements, even if they are not perfect. These improvements should be linked to the e-government vision, even if these improvements are not technical in nature.

Reduce Queuing for Plates

A common thread in every fieldwork interview was the frustration with lengthy wait times. Possible solutions can be addressed by mapping out the entire backend process of renewing license plates in order to identify the optimal allocation of staff and resources. It is possible the solution to this issue has nothing to do with technology and everything to do with limited staffing. Wait times could be reduced by increasing staff and locations for licenses renewals. One possible solution can be the seasonal reallocation of staff from other departments during the annual renewal period in order to accommodate an initial lack of resources.

Extend Validity of Papel di Cinco Florin

The papel di cinco florin was another common complaint. The documents expire quickly, but they are also a steady source of revenue for the government. We recommend that the government of Aruba give citizens the option to buy three versions of the papel: Papel di 5 florin (expiration: three months); Papel di 10 florin (expiration: six months); Papel di 20 florin (expiration: twelve months). The option to pay in advance will benefit many citizens, and the change won't adversely affect government revenues.

Speed Up Business Licenses

Fast Track Program for a "Business License Light"

The scarcest resource for entrepreneurs is time. Creating a fast track program that provides entrepreneurs with a preliminary "Business License Light" can improve the situation. To receive the "Business License Light", aspiring business owners go through fewer steps and interactions with departments. The light-version could come with a shortened validity period and a limited set of rights. The fast-track program allows entrepreneurs to start building their business faster while a proper business license is being processed.

Weekly One-Stop-Shop Afternoon

The process of getting a business license involves jumping through various departmental hoops. Creating a "Weekly One-Stop-Shop Afternoon" with one representative from each involved department present in a designated "Business License Room" will both improve and quicken the experience of obtaining a license.

When requesting services at DIMAS, applicants have the chance to pay their fees directly in the DIMAS building to a representative of the Department of Finance, who is present in the DIMAS building and has access to both DIMAS and Finance systems in real time. As a result, most of the procedures can start and end in a single visit to the DIMAS office.

The Board of Investment of Thailand established a One Start One Stop Investment Center (OSOS) to facilitate setting up a business by providing a full range of services in one physical space. OSOS brings together all the representatives from every government agency involved in starting a business. OSOS provides businesses with information, consultation, and convenience as all the necessary requirements are provided in one space.

PROCESS MAPPING INTERDEPARTMENTAL PROCEDURE

"Digitalization requires mapping. If civil servants are involved in the mapping and thinking of how to improve, they are much more willing to be part of the change"

To secure public servant buy-in, especially from mid- and entry-level roles, it is important to involve them in the process early on. The experiences of the departments that digitalized internally implies that involving the public servants that work directly with the new process flows is absolutely crucial. When leadership proved that they listened or introduced spaces and procedures that invited civil servants to make suggestions, acceptance and productivity increased drastically.

Process mapping is key to building a product that truly centers the people that will be using it.

When connecting the first few departments onto the technological infrastructure for the e-government, the new process for accessing data needs to be mapped out. Mid-management and front-line staff should be involved heavily. First, they are the experts on their own work flows. Second, this exercise showcases that every individual is both necessary and relevant to implementing e-government in Aruba.

"Listen to their challenges and needs."

PILLAR IV: MAKE IT STICK!

[Long Term Strategy]

"The initiative needs champions transcending politics."

This pillar brings together three strategic and organizational suggestions on how to ensure that the e-government strategy is a) sustainable and b) can survive potential political backlash.

LINK THE E-GOVERNMENT-STRATEGY WITH "BIGGER" TRENDS, ACTORS, AND PROGRAMS

When hammering out the e-government roadmap, Aruba should combine efforts towards a digital government with international organizations and other countries.

Aruba should further develop and intensify its partnerships with Estonia, the Netherlands, the European Union, the United Nations Development Program, and the University of Aruba (in particular the SISSTEM program). Linking Aruba's e-government strategy to the global trend of digital government, as well as the Sustainable Development Goals, will generate a stronger understanding of e-government's necessity.

BUIDING LEGITIMACY THROUGH TRANSPARENCY

"The implementation of the e-government-strategy is endangered by politicization. The big question is: Who will get the contract?"

In terms of political opposition, the lack of transparency, especially regarding procurement, is an easy gateway to questioning the whole push for e-government. Showing that the government is committed to depoliticizing each step of the e-government implementation will increase the legitimacy of the initiative. Full transparency of all the stakeholders involved, including any external vendors, may increase the sense of e-government's resilience.

BRING IN INTERNATIONAL EXPERTS

From our interviews, the consensus across sectors was that Arubans would learn best from a model established by a third-party representative separate from any direct political party affiliation. This would grant e-government credibility, trust, and sustainability, allowing the initiative to stand on its own feet through different administrations.

The E-governance Academy of Estonia is one of the best choices for the endeavor. A natural next step to establish a training contract with one of the E-governance Academy staff in order to introduce the initiative in a neutral way. One of their representatives, who has already spoken to Aruban stakeholders during several meetings held in both Aruba and Estonia, could be a good choice for this role. Additionally, as noted in interviews, potential business endeavors are better received than political overtures.

CONCLUSION

All of our desk research, comparative case studies, and preliminary hypotheses could not prepare us for the reality of Aruba on the ground. Aruba is a small island with a pioneering vision for the future, matched only by the pride and passion Arubans have for their country. While the common constraints of time, resources, and money apply, as they always do, Aruba and its residents have shown us that they are ready to take on the challenge of molding their future, given the proper encouragement and training. While the premise of a digital government is enticing, in the end, what both public servants and Arubans as a whole seemed to want were simple at their core: the ability to be involved, the option to choose, and the sincere promise of change -- the very human elements that will form a strong foundation for Aruba's new digital government.

APPENDIX

Mexico Pain Points: Case Study

In 2008, the Mexican government launched a contest where the citizens could identify the most useless and absurd administrative process at the federal, governmental, and municipal level. This incentivized citizen participation and more than 21,000 citizens entered the contest. Thanks to the contest, the Mexican government could identify common complaints such as lengthy lines, unfriendly bureaucrats, bribes, and requests for nonsensical requirements.

The government could also identify in which departments these problems were located. They identified a disparity between the perspectives of officials and the experiences of citizens.

98% of officials thought they were contributing to the public good, and 92% believed they were doing a good job.

The contest was a tool for a larger project.

- First phase: identify useless procedures and eliminate them (the contest)
- Second phase: simplify procedures, settle baseline rules and standards (by measuring continuously user satisfaction), engage public officials in the Program to Improve Public Management
- Third Phase: introduce technologies for a more efficient government services

Results: The contest effectively identified pain points and helped the government to eliminate or improve administrative procedures. It also helped to empower citizens by giving them a voice and a space to provide the government with their experiences. The program also helped to identify the mismatch between officials' perspectives and citizens' experiences which helped to justify the urgency of change.

APPENDIX

Five Minute Civic Hackathon Guide

1) Generate the hackathon concept, the problem(s) you wish to solve, and the ideal participant list. The most important part of this process is clearly outlining the goals for the hackathon.
    a. Goals should be: attainable, clearly outlined, and easy to explain to all participants.

2) Hackathons are a creative problem-solving exercise that involves all types of knowledge – not just technical! Make sure to reach out to non-technical participants who may have great ideas, leadership skills, or are just interested and passionate about getting involved.

3) Make the space welcoming – hackathons often have a reputation for being overly competitive, exclusive, or unrealistic in their goals. One of the most important characteristics of a successful hackathon is one that includes participants from all walks of knowledge, encourages teamwork and creativity, and solves realistic but significant problems.

4) Prepare all materials that may be needed for the hackathon (datasets, APIs, etc.) ahead of time.

5) On the day of the hackathon, make sure to provide refreshments and a comfortable space to work.

6) Have fun!

For more resources and details, please visit hackathon.guide and NYC.gov's guide to hackathons.

For more resources and results from civic tech hackathons and open technology projects, reference:
Civic Tech Hackathon 2018: Solving civic issues of Karachi through technology
Hacking the Hackathon
Sketch City
Open Seattle
NYC Open Data