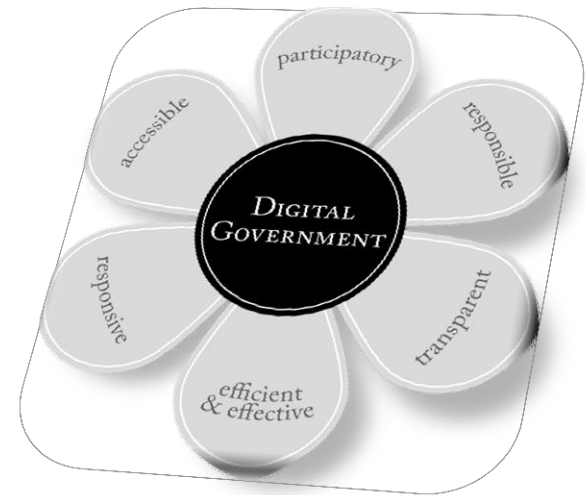


A Research Agenda for Evaluating Open Government Initiatives

Jan Huntgeburth, Daniel Veit

21st European Conference on Information Systems
Utrecht, Netherlands, 9th of June 2013



Stuttgart 21

- ▶ Urban development and under construction transport project
- ▶ Has been a controversial issue among politicians and locals
- ▶ Protest was organized by several **grassroot initiatives** who suggest a **renovation** of the current train station respecting the cultural heritage of the station and the natural heritage of the Schlossgarten



VS.

Effects on politics

- ▶ Governing parties (CDU and FDP) lost most of their political power in the Baden-Württemberg state election
- ▶ Calls for more transparency, participation and collaboration in government (→ Barack Obamas Open Gov Doctrine)



Practitioner's demand on research

- ▶ Where and how can we “effectively” use Open Government?



1. Perspectives on Open Government

Kantian Perspective

Machiavellian Perspective

2. Limitations of Previous Research

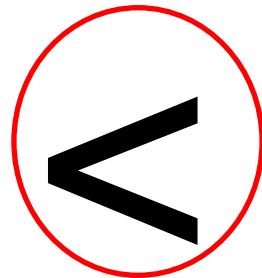
Literature Review

Case of Open Data at a German University

3. A Research Agenda

Immanuel Kant (German philosopher, 1724-1804)

► Relationship between morality and politics



Political Moralist:

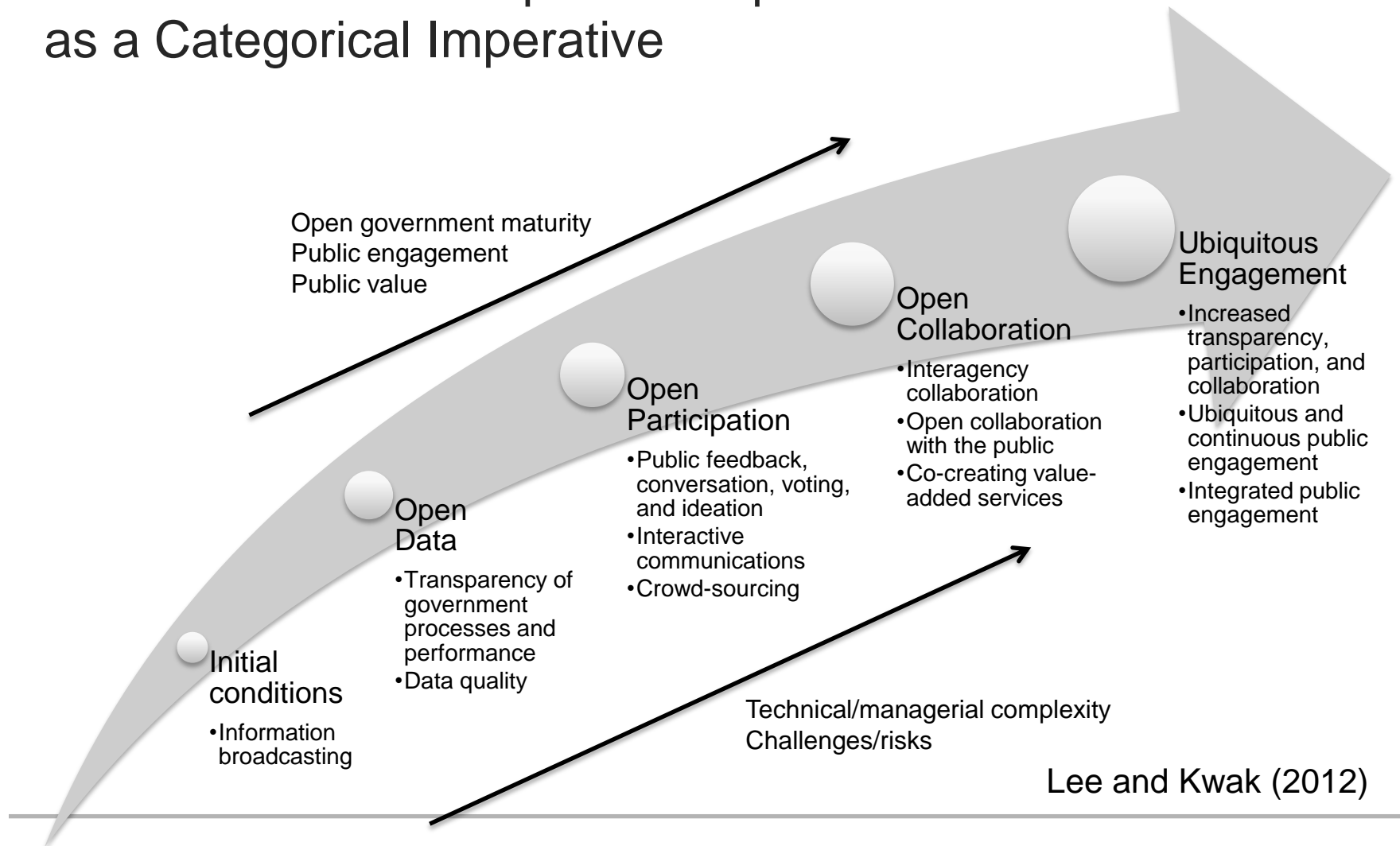
Manipulates people with
specific ends in view

Moral Politician:

Moral actions will necessary
lead to moral ends

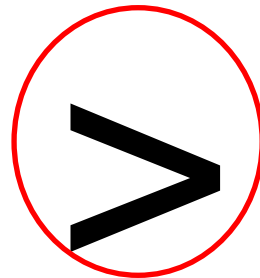
- Because of the unpredictability in achieving beneficial outcomes through immoral means, straying from morality during political activity cannot be justified
- Openness and transparency are categorical imperatives

► Modern Kantian Perspective: Open Government as a Categorical Imperative



Niccolò Machiavelli (Italian philosopher, 1469 – 1527)

► Relationship between morality and politics

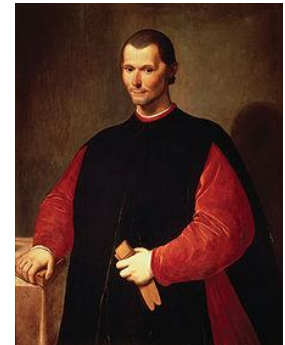


Political Moralist:

Manipulates people with
specific ends in view

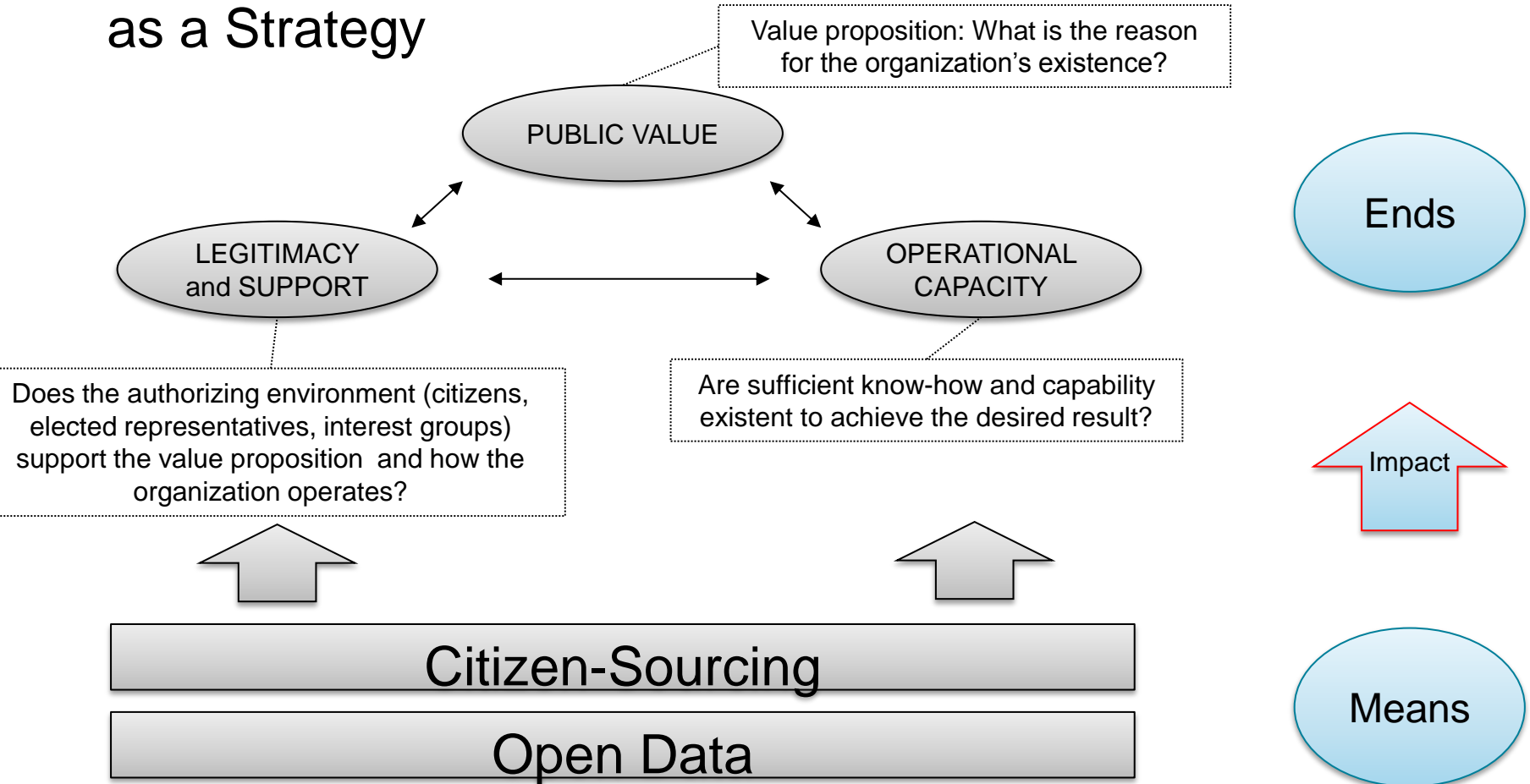
Moral Politician:

Moral actions will necessary
lead to moral ends



- A power holder who is transparent and faithful to his word will be admired by the society but that this transparent authority is not always the most successful
- Means are justified in light of the ends

► Modern Machiavellian Perspective: Open Government as a Strategy



▶ Search space

- Core outlets of digital government research (Scholl, 2009)
 - *Electronic Government - An International Journal*
 - *Electronic Journal of E-Government*,
 - *Government Information Quarterly*;
 - *Information Policy*;
 - *International Journal of Electronic Government Research*;
 - *Journal of Information Technology and Politics*;
 - *Transforming Government: Process, People, and Policy*;
 - *E-Government track at HICSS*;
 - *DEXA EGOV*; and
 - *DBSNA's dg.o conference*

▶ Selection criteria

- Time period: 2009-2012
- Content: dealing with evaluation of Open Government initiatives

Frameworks for Evaluating Open Government

- ▶ Alanzi and Chatfield (2012) - AMCIS
 - Comparison of the level of maturity in the Middle East
 - Comparison assumes that more functionalities are better
- ▶ Bertot et al. (2012) – HICSS
 - Propose a measurement tool to evaluate initiatives
 - Metrics assume that more is better
- ▶ Kalampokis et al. (2011) – EGOV
 - Maturity model for Open data
- ▶ Lee and Kwak (2012) – Government Information Quarterly
 - Maturity model for Open Government
- ▶ Nam (2012) – Government Information Quarterly
 - Emphasizes that citizen-sourcing should be evaluated with respect to the outcome (only conceptual)

The Kantian Perspective:
Open Government as categorical imperative

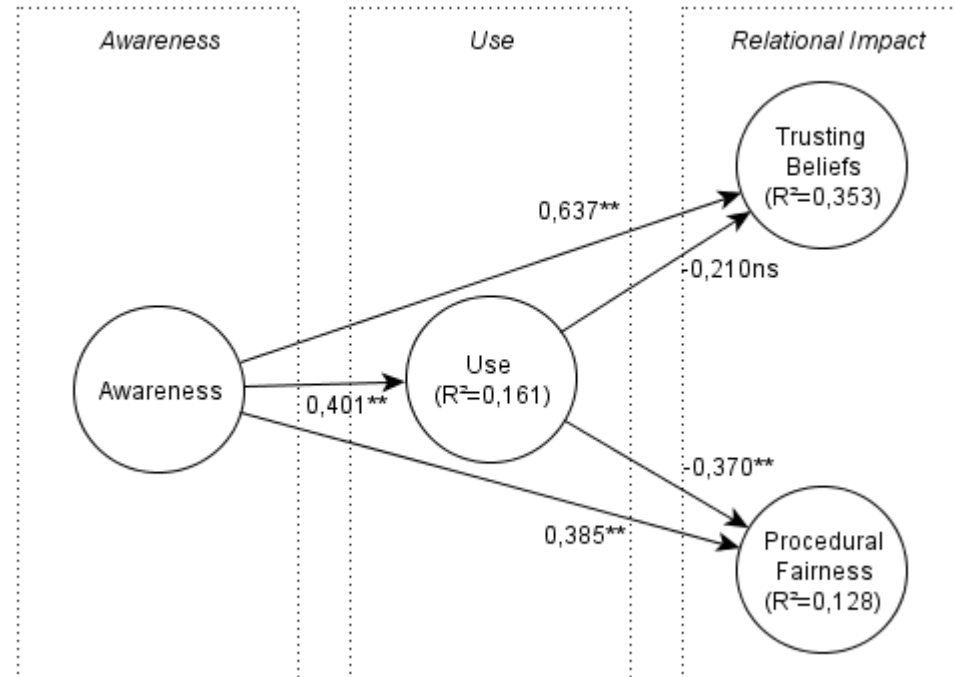
(compare also benchmarking reports in practice)

What are the Limitations of the Kantian Perspective?

- ▶ Case Background: Open Government at German University
 - Introduction of tuition fees in Germany is **highly controversial** political issue
 - Contra: 500€ per semester might **prevent young people to study**
 - Pro: Funds can **improve conditions for studying** and teaching
 - Information about how the funds from the tuition fees were allocated, were published on an online platform

► Methodology and Results

- Survey among 70 students
 - 43% female (57% male)
 - Between 19 and 34 (Ø24.5)
 - BSc, MSc, PhD
- Survey development
 - Awareness and use of oper data portal
 - Evaluation of the tuition fee allocation process
- Measurement validation
 - CR>0,9
 - AVE>0,7
 - Fornel&Larcker

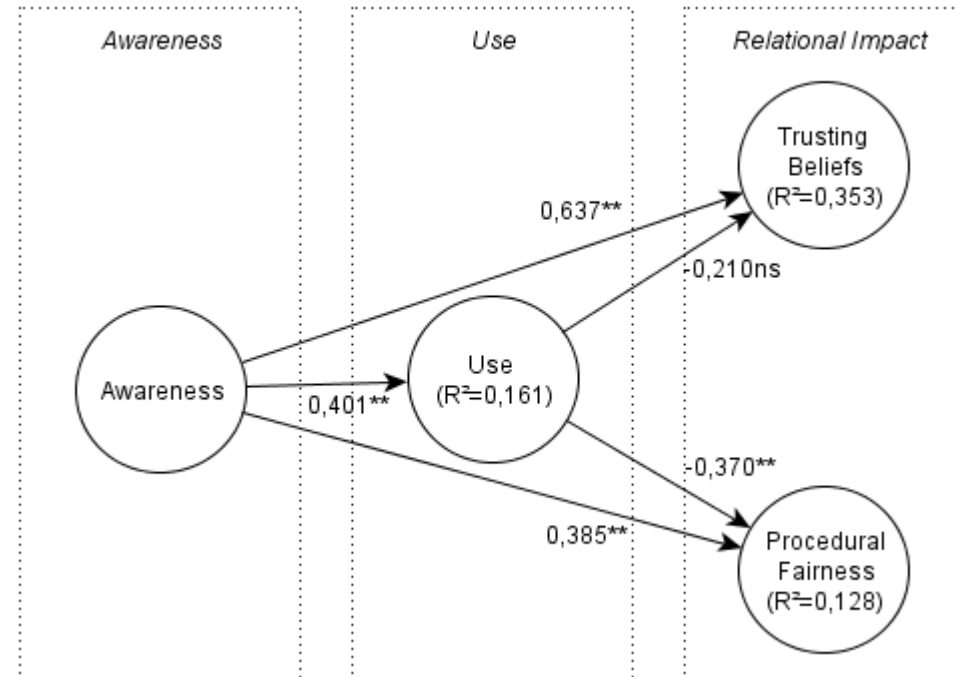


Construct	Mean (STD)	Reliability	1	2	3	4
1. Awareness	4,78 (1,82)	0,9516	0,8932			
2. Use	3,71 (1,40)	0,9562	0,4013	0,9021		
3. Procedural Fairness	4,09 (1,54)	0,9784	0,3011	-0,0550	0,8973	
4. Trusting Belief	3,75 (2,00)	0,9476	0,4882	-0,1144	0,7875	0,8855

Note: The diagonal elements (in bold) represent the square root of AVE.

► Discussion

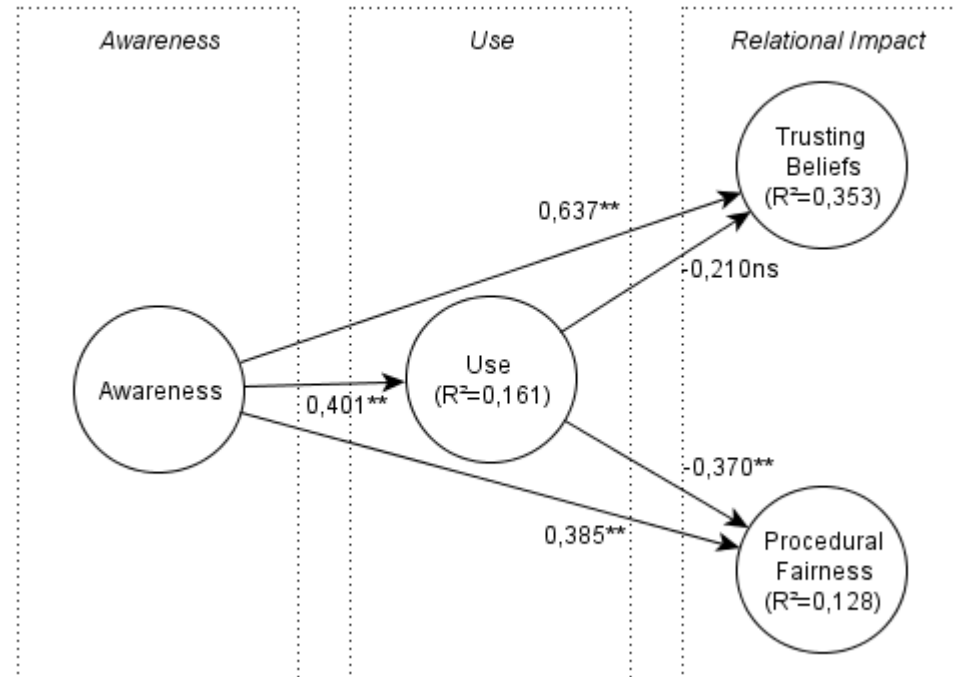
- The Kantian Perspective
 - Allocation of funds from tuition fees would have come out anyway, at least in the long run (e.g., Wikileaks)
 - Public managers use Open Government as a tool for receiving direct feedback from the public
 - We should implement as much as open government as possible for receiving feedback



Do you believe that public managers are acting like that?

► Discussion

- Machiavellian Perspective
 - Open Government may very well backfire
 - Public engagement (open government) does not always lead to intended results (legitimacy and support, operational capacity)
 - Unpredictability of the outcome is highly problematic
 - Only positive ends may justify Open Government initiatives



- ▶ It is a lot of work:
 - Creating and sustaining public engagement
 - Monitoring and responding to public feedback
 - Facilitating and coordinating a productive collaboration
 - Putting effective collaborative processes and tools in place
 - Integrating with internal business processes
- ▶ It can get out of control...
 - Keeping a balance between control and public autonomy
 - Lack of accountability and responsibility
 - Increased complexity
 - Linking public input to rule making and stay consistent
- ▶ However, research does not offer any insights on
 - **”Where and why should public managers start open government initiatives?”**

- ▶ Research on the evaluation of Open Government initiatives is still at an emerging state
 - Most Frameworks assume that more open government is better
 - Only of limited practical relevance
 - Practitioners strive for understanding the individual short- and long-term consequences of openness and transparency
 - Bud Spencer Tunnel
 - New but different one-stop government maturity model story
- ▶ Our call for future research
 - We should not solely focus on proposing new IT artifacts or solutions how to open up government but should be very explicit about the consequences of using them
 - Supported by Agarwal and Lucas (2005): IS researchers should “focus on the impact of the IT artifact rather than the artifact itself”

- ▶ Research Agenda is twofold: 1. Who is affected?
 - Access to Open Government is a "process with many social, mental and technological causes and not [...] a single event [...]" of using a particular Open Government service (Van Dijk, 2006, p. 224).



- Ways to characterize advantaged and disadvantaged groups
 - Which socio-demographic groups are left out?
 - What types of technological capital (Selwyn, 2004) determine engagement?
- Ways to overcome inequalities
 - What are effective awareness campaigns?
 - How to design portals that they can be used by everyone?

- ▶ Research Agenda is twofold: 2. How is the impact?
 - Quest for Dependent Variable
 - What are relevant outcomes (e.g. legitimacy, trust, operational capacity) of Open Government initiatives and what are the underlying assumptions?
 - Are there major differences between open data and citizen-sourcing with respect to the intended relational impact? (cf. next presentation)
 - Context for “successful” Open Government initiatives
 - In what kind of scenarios can Open Government positively influence relevant outcomes?
 - Have decisions that fully incorporate the outcome of Open Government initiatives more legitimacy and support in society?
 - Can Open Government increase the operational efficiency of government? (cf. Nam, 2012)

Thank you for your attention!

Any Questions?

Dipl. Wirtsch.-Inf. Jan Huntgeburth

Chair of Information Systems & Management

School of Business & Economics

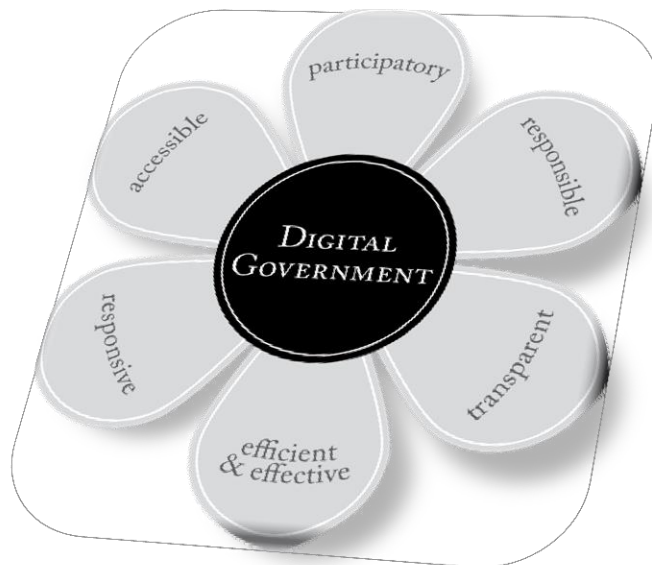
University of Augsburg

Universitätsstraße 16 | 86159 Augsburg

Ph +49 821 598-4431 | Fax +49 821 598-4432

E-Mail: jan.huntgeburth@wiwi.uni-augsburg.de

<http://www.wiwi.uni-augsburg.de/en/bwl/veit/>



New Digital Government Textbook

Foundations of Digital Government:

Leading and Managing in the Digital Era

- Covers all important aspects of digital government management
- Provides theories and frameworks from academic literature to understand digital government
- Integrates examples and cases from administrative practice
- Further Details
 - English language
 - 3rd year bachelor students
 - European Audience
 - Available in August 2013
 - **Lecture slides available**

- Open Government is manifested under three integrating themes (Heller, 2012)
 - *Information transparency*
 - The public may better understand the workings of their government
 - *Accountability*
 - Empowers the public to hold government accountable for its policy and service delivery performance
 - *Public engagement*
 - Engage the public in governmental policy processes and service delivery programs
 - Means to implement Open Government
 - *Open data*
 - *Citizen-sourcing strategies*
-