

NIDO Webinar

Citizen Engagement in innovative public policies

Tapping into Collective Intelligence
to renew democracy: Why? How?

June 20, 2024



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For 2,000 years we've been hearing this...

“ A democracy is nothing more than mob rule, where 51 percent of the people may take away the rights of the other 49.

- Thomas Jefferson

The best argument against democracy is a 5-minute conversation with the average voter.

- Winston Churchill

Democracy is merely a method ensuring a competitive selection of leaders by the people, not the rule of the people themselves.

- Joseph Schumpeter





Since 2014

vTaiwan

On+offline process, brings together ministries, elected officials, scholars, experts, business leaders, civil society organizations and citizens

#web+meetings

#Hackathons



Proposition 1:

**CI is key to public
administration's needs
now**



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Dangerous times... What can we do?

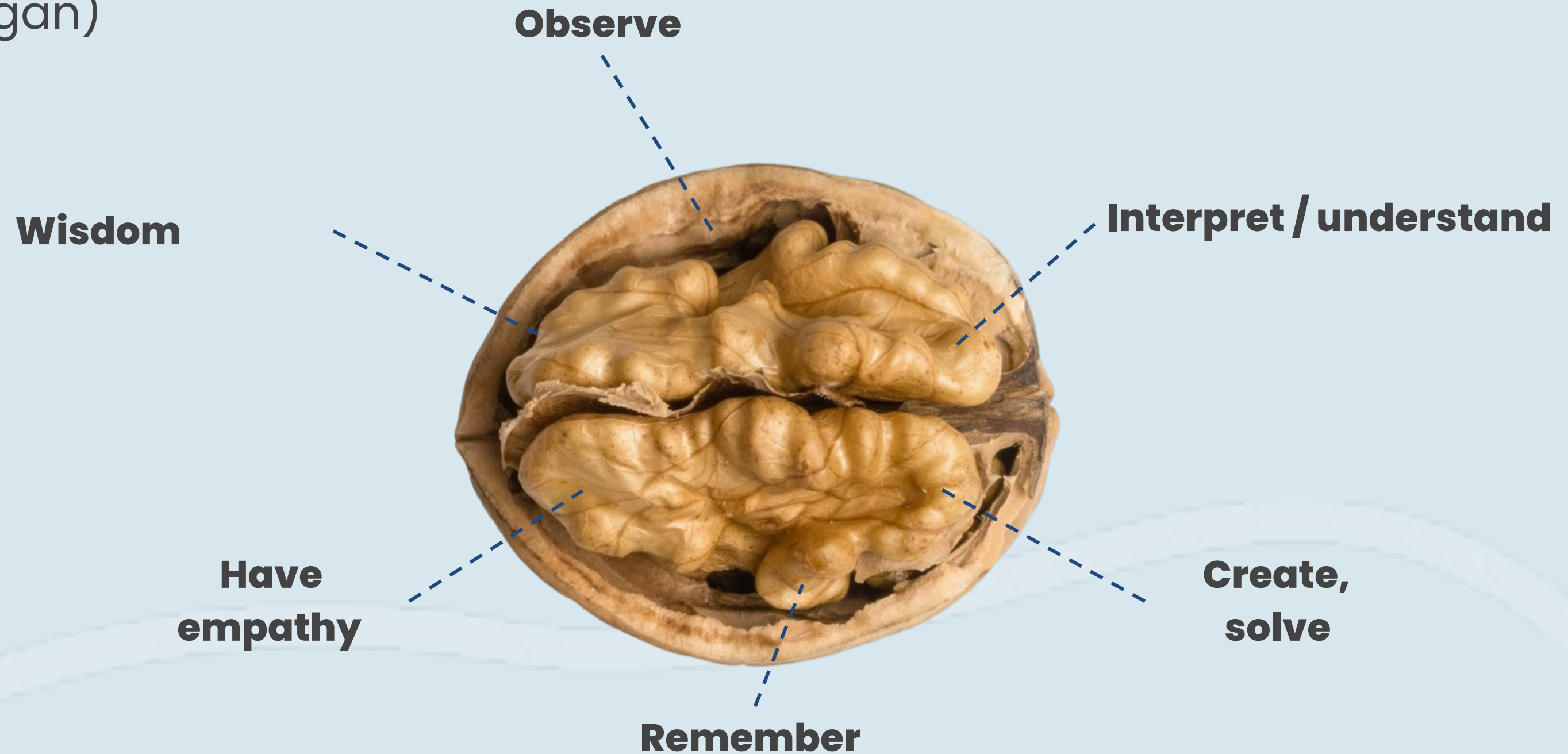


Democracy is in crisis because today's governments largely fail to capitalize on their **greatest untapped resource: the collective intelligence of their citizens.**

Prof. Hélène Landemore,
Yale University

What if we thought of government as a brain?

(Geoff Mulgan)





Under the right
circumstances, **groups are
remarkably intelligent**, and
are often **smarter than the
smartest people in them.**

James Surowiecki



Our definition of CI

Collective intelligence (CI) is the capacity of groups to outperform individuals in problem-solving, innovation, prediction, creativity, and other cognitive tasks.

$$1 + 1 > 2$$

The diversity theorem

To reduce collective error, diversity matters *as much* as individual expertise

Collective
error

=

Average
Individual
error

-

Diversity of
estimates

$$(Group - Truth)^2 = \frac{1}{N} * \sum_{i=1}^N (individual_i - Truth)^2 - \frac{1}{N} * \sum_{i=1}^N (individual_i - Group)^2$$



⇒ See Hypermind's videos on CI

Scott E. Page

Definitions

Originality

Imagination

Creativity

Intrinsic motivation
Expertise
Creative skills

**Collective
Creativity**

Better and original
solutions

**Collective
Intelligence**

Better solutions

More people
Cognitive diversity
Deliberation

Psychological safety
Aggregation
Extension

Innovation

Social
Democratic
Policy
...

Solutions

Participation

User-centric approaches to government



Levels of engagement

8. Citizen Control

Residents can govern a program or an institution, be in full charge of policy and managerial aspects, and be able to negotiate the conditions under which 'outsiders' may change them.

7. Delegated Power

Citizens hold the significant cards to assure accountability of the program to them. To resolve differences, powerholders need to start the bargaining process rather than respond to pressure from the other end.

6. Partnership

Shared planning and decision-making responsibilities through such structures as joint policy boards, planning committees, and mechanisms for resolving impasses.

5. Placation

Limited degree of influence in a process. Citizens are merely involved only to demonstrate that they were involved. A few hand-picked 'worthy' individuals on boards, who are not accountable and can be easily outvoted and outmaneuvered.

4. Consultation

Inviting citizens' opinions, when consultation processes is not combined with other modes of participation, and has no assurance that citizen concerns and ideas will be taken into account.

3. Informing

One-way flow of information from officials to citizens, with no channel provided for feedback and no power for negotiation.

2. Therapy

Pseudo-participatory programs that attempt to convince citizens that they are the problem.

1. Manipulation

Rubber stamp advisory committees with purpose of engineering support.

Degrees of citizen power

Degrees of tokenism

Nonparticipation

As described by Sherry Arnstein in 1969 in
"A Ladder of Citizen Participation,"
Journal of the American Planning Association.
Infographic by Stephan Steinbach v2022-07
alternativetransport.wordpress.com CC BY-SA 3.0 AT

Key drivers of CI done well

1 Include *more* people

Larger groups tend to be more intelligent, under the right conditions...

3 Deliberate well

Open, respectful, and informed dialogue thanks to:

- Accurate and balanced information
- Substantive balance of arguments
- Participants represent all major positions
- Equal consideration of arguments on their merits
- Conscientiousness

5 Aggregate smartly

Combine participants' opinions into a collective judgment or decision in fair and accurate ways



2 Include *different* people

Maximize cognitive diversity thanks to the individuals' different perspectives, experiences, abilities, values, and knowledge.

4 Motivate and ensure psychological safety

Collective intelligence is fostered by a combination of intrinsic and extrinsic motivation, depending on the task at hand and allowing safety and dissent.

6 Extend

Collective thinking is enhanced through specially designed spaces and artifacts that extend the minds of the participants

Public governance: 4 types of legitimacy

*** Impact**
Adequacy of policy results with population's expectations

Process
Acceptance of preference aggregation and decision-making procedures

Input
Responsiveness to citizen concerns as a result of participation by the people

Emotions
Adherence to attachment to norms, values, deeper aspirations and fears



When CI meets democracy: potential impact

Include *more* people

1

Include *different*
people

2

Deliberate well

3

Motivate properly

4

Aggregate smartly

5

Extend

6

Impact legitimacy

Process legitimacy

Emotions legitimacy

Input legitimacy

What scientists says about the impact of CI processes

- ① **Input legitimacy** - Ability to include citizens and to increase the perception of legitimacy
- ② **Democratic process** - Ability to increase the quality of democracy and of deliberation in particular
- ③ **Effectiveness** - Ability to identify collective goals and promote their achievement
- ④ **Civic education** - Ability to support acquisition of skills and knowledge



Geissel, B., (2012).
Impacts of democratic innovations in
Europe: Findings and desiderata.
In Evaluating Democratic Innovations
(pp. 173–193). Routledge



Proposition 2:

**There's more to CI and
governance than meets
the eye**



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From one wave to the next



Deliberation with citizens

- Deliberative polls
- Participatory budgeting
- Consensus conferences
- Citizens Assemblies
- ...



People+, Collectively intelligent communities

- Safe spaces, Agoras, Assemblies...
- Open innovation platforms, public challenges, civic hackathons...
- Hybrid approaches: Political Task Committees, Transformative Scenario Planning, deliberative committees...
- Prediction markets, prediction contests
- Social Impact Bonds
- ...

Mapping CI / democratic innovations [1]

Policy cycles

Agenda-setting and problem definition	Creating solutions	Selecting options	Arguing and accepting	Implementing, testing, scaling	Evaluating, learning, correcting
<ul style="list-style-type: none">• Civic- and gov-tech• Data mining• Predictive / future studies,• AI• ...	<ul style="list-style-type: none">• Open calls• Public challenges• Collaborative platforms• Living labs / policy labs• ...	<ul style="list-style-type: none">• Mini-public deliberations• Focus groups• Data collaboratives• ...	<ul style="list-style-type: none">• Citizen hearings• Door-to-door canvassing• Gamification• ...	<ul style="list-style-type: none">• Regulatory sandboxes and innovation hubs• Randomised control trials• Nudging• ...	<ul style="list-style-type: none">• Wikis• Communities of practice• User committees• ...

Mapping CI / democratic innovations [2]

Cognitive functions

Observing, gathering data	Modeling, predicting	Generating options	Deliberating, deciding	Implementing / pooling labor	Learning, remembering, wisdom
<ul style="list-style-type: none">• Crowdsourcing• Open data• Citizen science• e-petitions• Citizen hearings• Door-to-door canvassing• ...	<ul style="list-style-type: none">• Prediction markets• Future studies• Collaborative mapping• ...	<ul style="list-style-type: none">• Open government• Citizens' assemblies• Hybrid processes (citizen+officials)• Public challenges• Policy labs• Hackathons• ...• ...	<ul style="list-style-type: none">• Mini-public deliberations• Participatory budgeting• Transformative Scenario Planning• ...	<ul style="list-style-type: none">• Social Innovation• "Activist <i>laissez-faire</i>" policies such as social impact bonds	<ul style="list-style-type: none">• CoP, e.g. What Works Centres• Communities of practice• Wikis• Knowledge management• Collective learning & sense-making

Mapping CI / democratic innovations [3]

Levels of governance

Municipal	Regional	National	Supra national
<ul style="list-style-type: none">• Participatory budgeting• Townhall meetings• Co-governance structures• E-consultations• Community-led initiatives• Liquid democracy• ...	<ul style="list-style-type: none">• Deliberative Committees• Citizen panels• ...	<ul style="list-style-type: none">• Citizens Assemblies• Deliberative Polling• E-petitions• Citizen science / crowdsourcing• Collaborative Governance Networks• Open gov / open data initiatives• ...	<ul style="list-style-type: none">• Citizens Assemblies• Deliberative polling• E-petitions• ...

Seeing 'government as a system'

UK Policy Lab

Influence	Engage	Design	Develop	Resource	Deliver	Control
advise	listen	connect	champion	charge	nudge	devolve
lobby	inform	engage	agree	incentivise	educate	assure
Agenda set	consult	analyse	partner	contract	build	license
Role model	convene	forecast	plan	co-fund	provide	regulate
audit	collaborate	model	commission	target	reform	intervene
govern	negotiate	test	interpret	invest	safeguard	enforce
publish	elect	pilot	codify	fund	prevent	sanction
scrutinise	dictate	evaluate	legislate	recover	protect	prosecute

Proposition 3:

**CI is key to public
administration's future**



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Now everything is going deep!



Deep insights, deep learning, deep artificial minds combined with more purpose and more ethics.

-Friedman, 2019





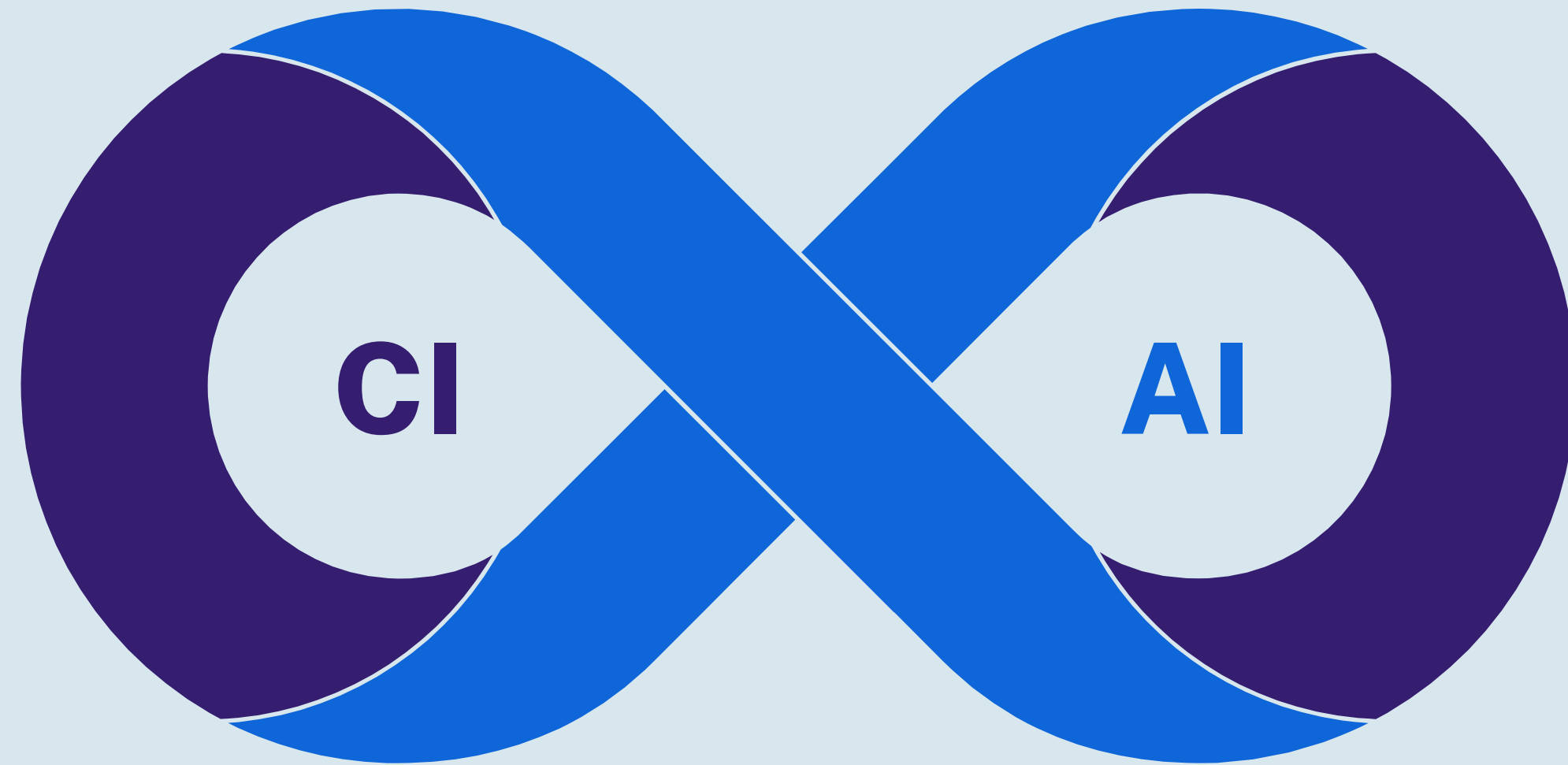
Now the harnessing of tacit knowledge from stakeholders (citizens) can be crowdsourced effectively and an early warning system for governance is surfacing.

- Andersen & Hallin, 2017



CI and AI are becoming a symbiosis for policymaking

Reinforcing each other



As AI becomes increasingly implemented in organizations, CI is needed to keep artificial intelligence ethical and human

The way ahead

(Borrowing from Otto Scharmer)

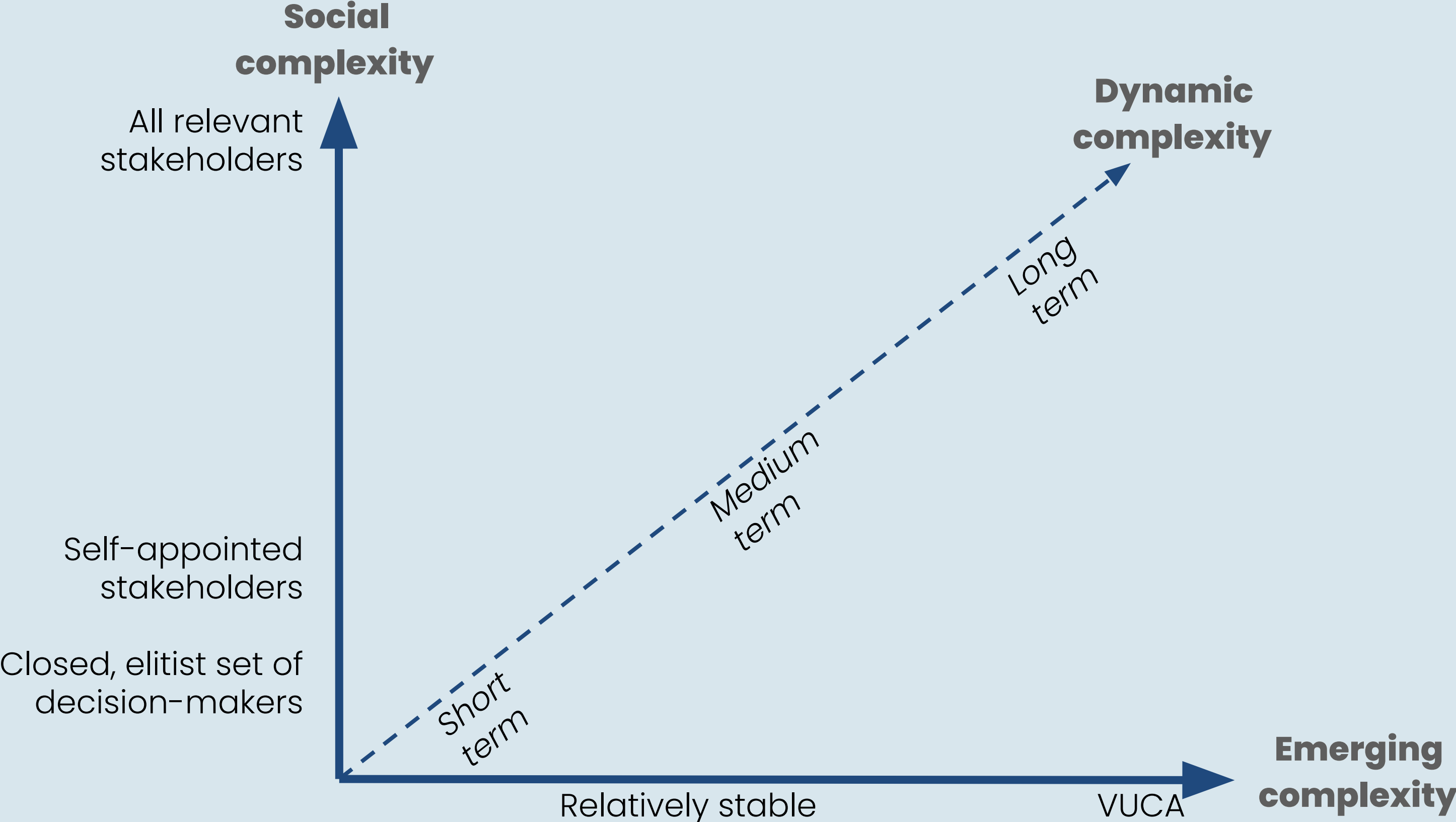
**Social
complexity**

**Dynamic
complexity**

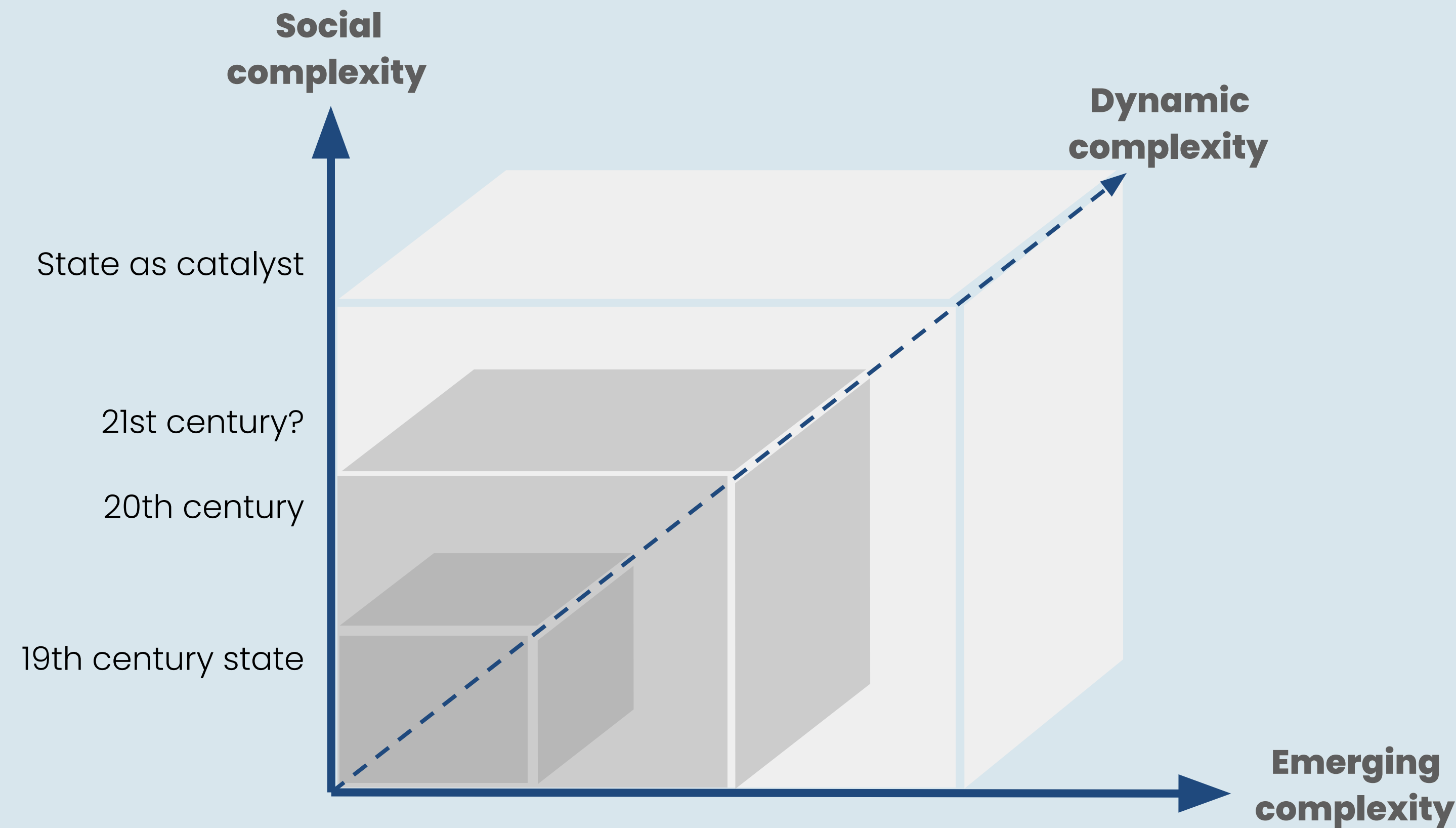
**Emerging
complexity**



The way ahead

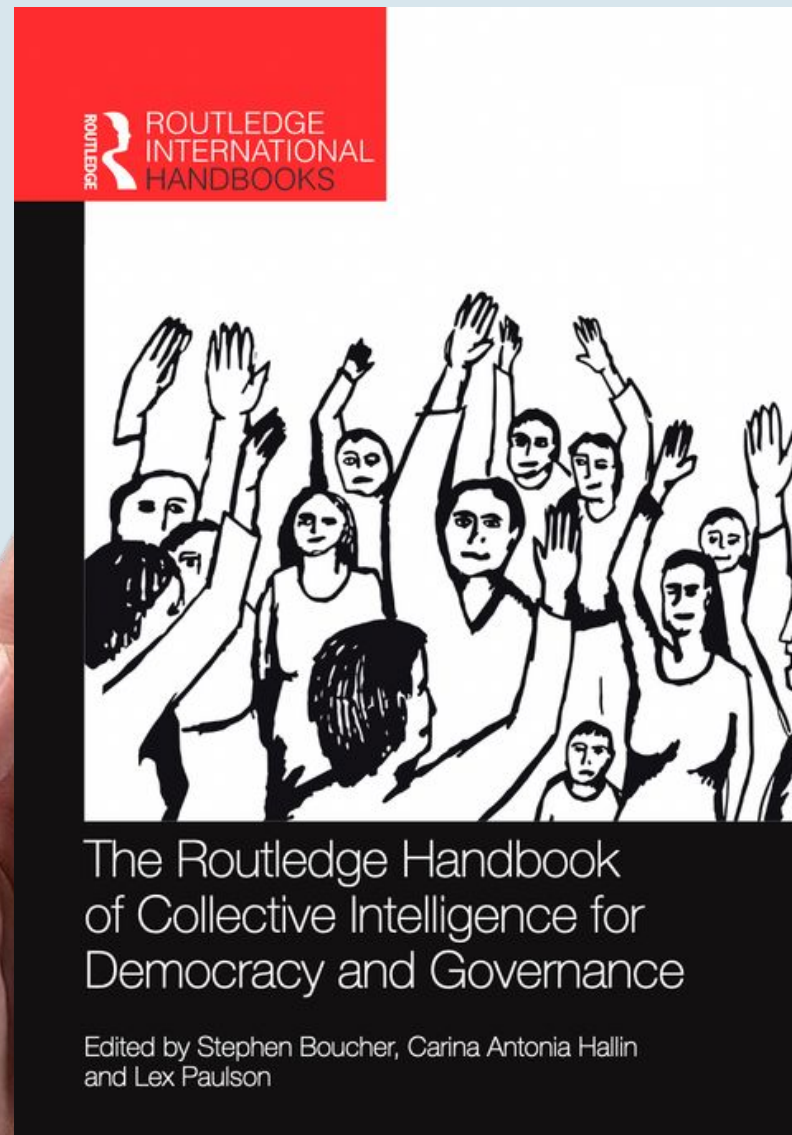


The way ahead



The Routledge Handbook of Collective Intelligence for Democracy & Governance

Open Access:
<https://tinyurl.com/CI-democracy>



100k 100k+ chapter downloads

70 High profile contributors

36 Case studies from around the world

1st Handbook with latest science at the intersection of politics and CI



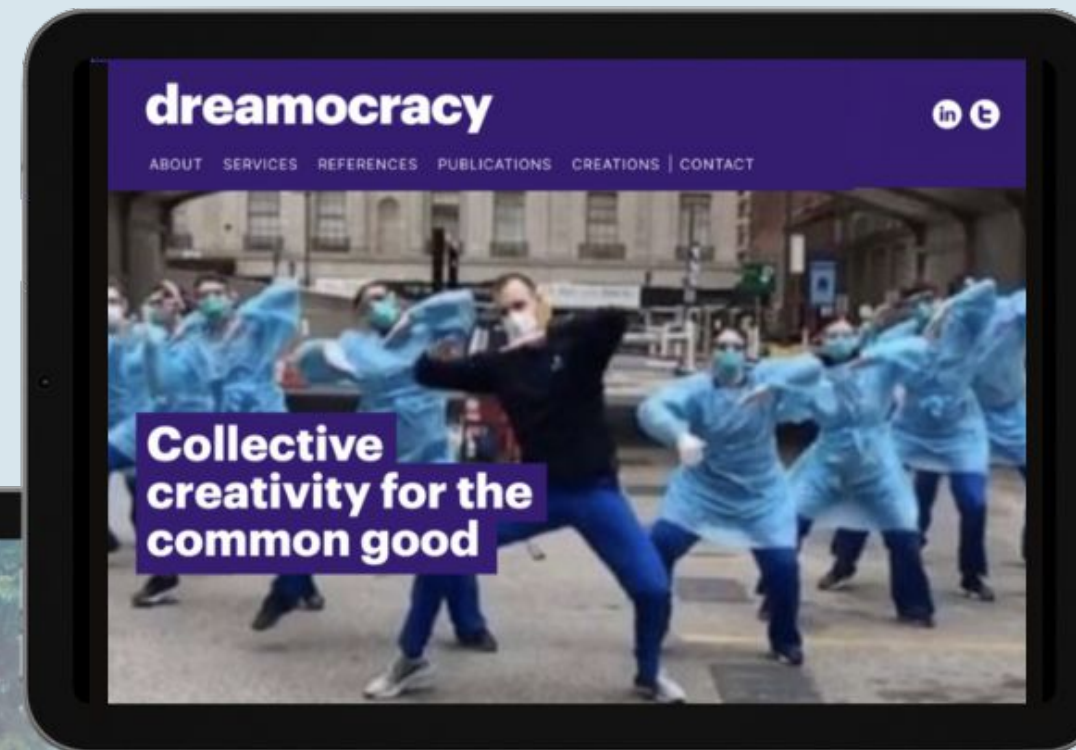
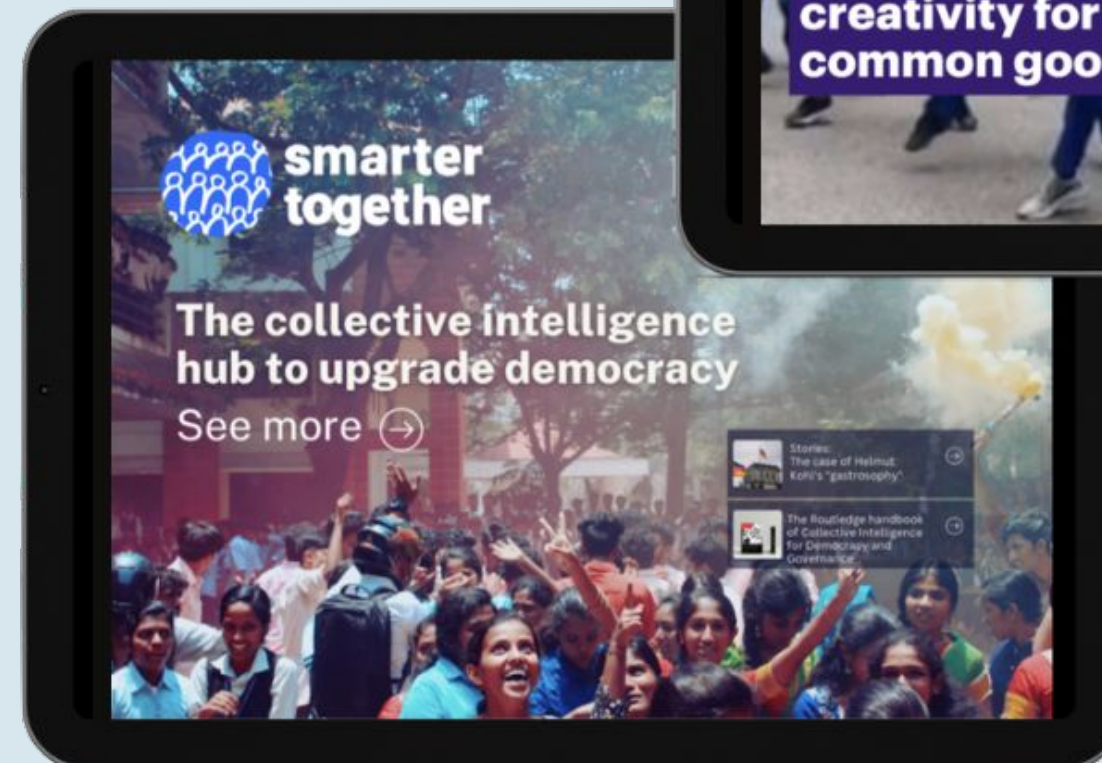
Thank you.

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