

# Governing with AI

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OECD's work on AI in the public sector



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OECD's upcoming work on AI in the public sector





Where we have been



# OECD's work on AI in the Public Sector





# What we do & how we do it

Improving lives by advancing digital transformation, innovation capabilities and openness in government to deliver better public services for people

Policy analysis

Policy advice

Policy reforms

Agenda setting

Global surveys

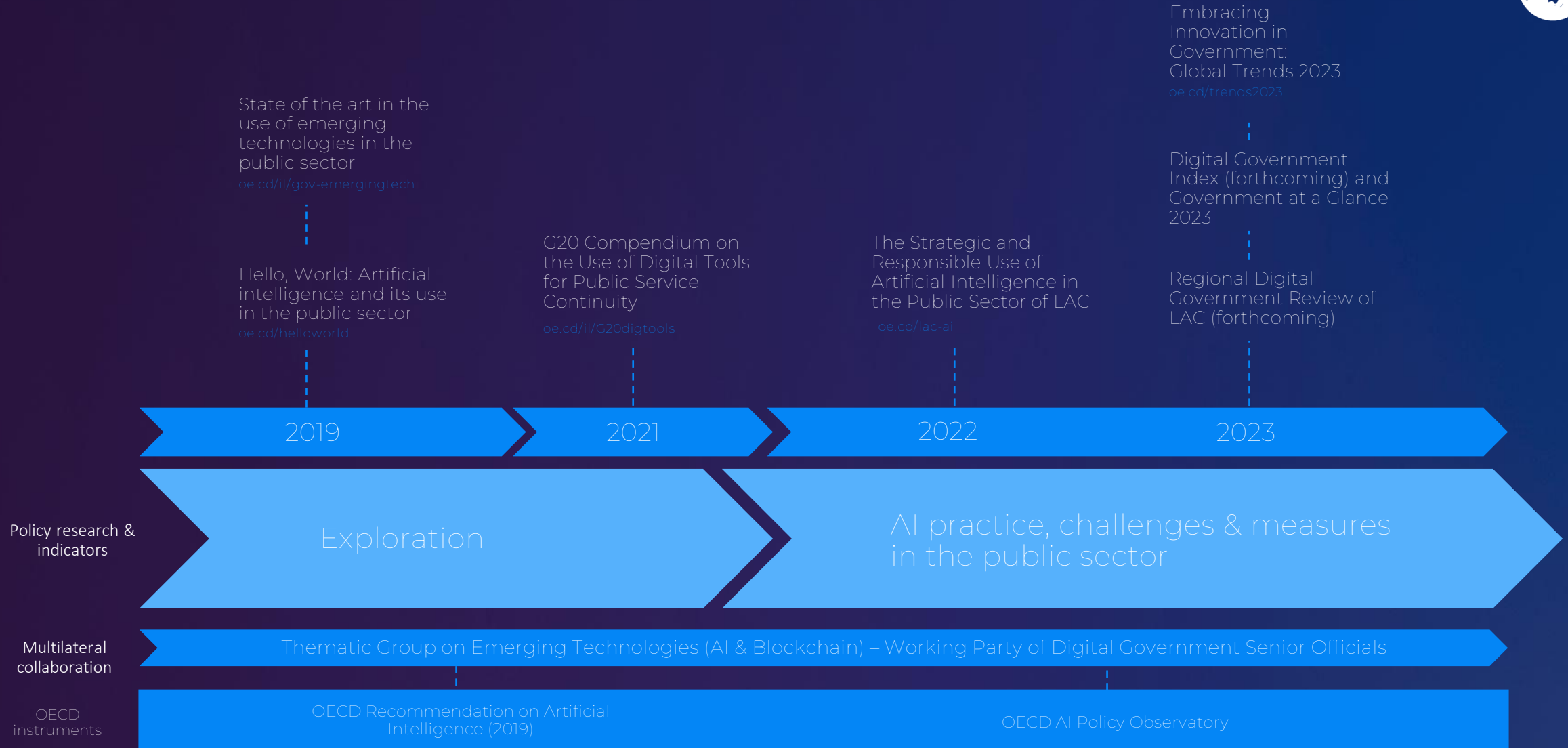
Country reviews

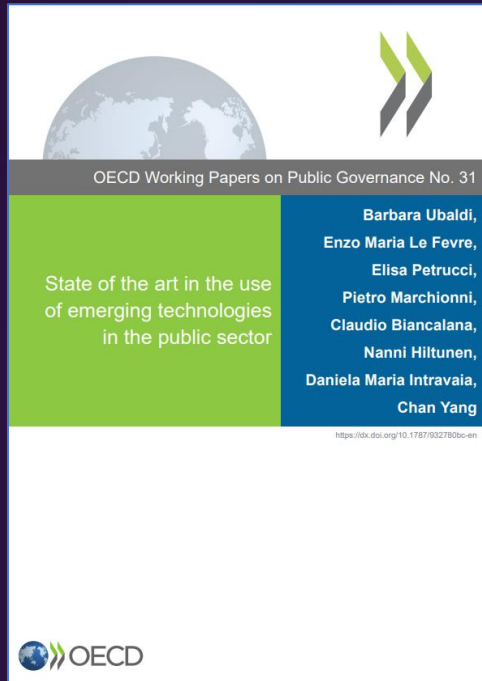
Frameworks and models

Data & indices

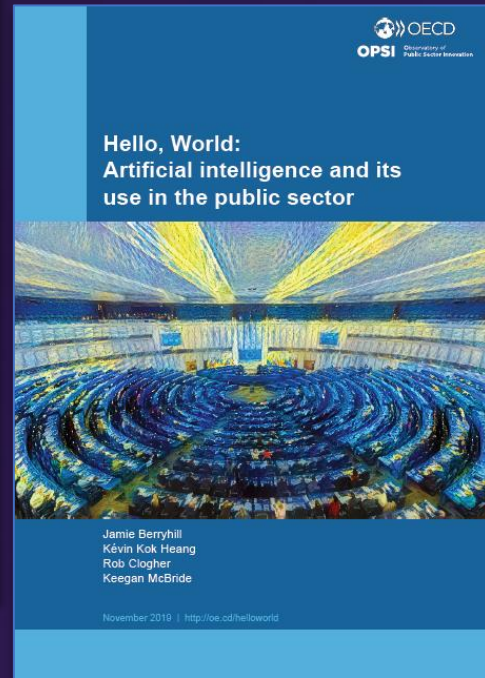
Good practices & global standards

# 1 Where we have been

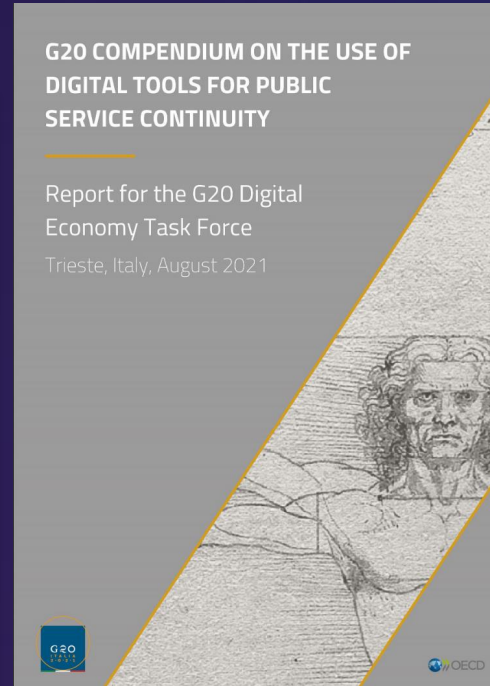




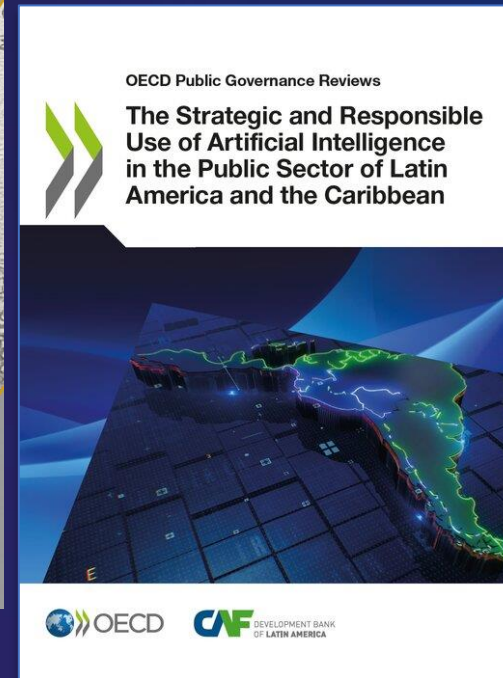
[oe.cd/il/gov-emergingtech](http://oe.cd/il/gov-emergingtech)



[oe.cd/helloworld](http://oe.cd/helloworld)



[oe.cd/il/G20digtools](http://oe.cd/il/G20digtools)



[oe.cd/lac-ai](http://oe.cd/lac-ai)



[oe.cd/trends2023](http://oe.cd/trends2023)





The 2021 G20 Compendium on the Use of Digital Tools for Public Service Continuity compiled 120+ practices from G20 members using emerging technologies to ensure public service continuity during the COVID-19 pandemic.

At least 43 practices covered the use of AI by governments, mostly AI-driven Chatbots:

- Mexico's *Susana Distancia* Chatbot
- India's *whatsapp* Chatbot
- China's *iShenzhen* app
- France's *CovidBot*
- Germany's *Chatbot C-19*

## G20 COMPENDIUM ON THE USE OF DIGITAL TOOLS FOR PUBLIC SERVICE CONTINUITY

Report for the G20 Digital  
Economy Task Force

Trieste, Italy, August 2021





# 1 Where we have been

Governments are recognising the importance of AI

46 countries have adhered to the OECD AI principles

## Value-based principles



Inclusive growth, sustainable development and well-being



Human-centred values and fairness



Transparency and explainability



Robustness, security and safety



Accountability

## Recommendations for policymakers



Investment in AI & R&D



Fostering a digital ecosystem for AI



Providing an enabling environment for AI



Building human capacity and preparing for labour market transition



International co-operation for trustworthy AI





The case for AI



# Why AI matters for the Public Sector





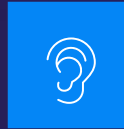
# AI for responsive, reliable, and accountable government

Governments as:

- ◆ Developers
- ◆ Regulators
- ◆ Financers
- ◆ Users



Enhanced engagement with citizens



Efficient capturing and responding to user needs



Improved speed and quality of services



Improved decision-making



Targeted public spending



Free up public servants' time & lead to higher-value work



# Understanding AI use cases in the public sector

## Tasks

- Recognition
- Event detection
- Forecasting
- Personalisation
- Interaction support
- Goal-driven optimization
- Reasoning with knowledge structures
- Others

## Function

- Internal operations
- Policymaking
- Service delivery
- External and internal oversight

## Impact

- Productivity (*efficiency and effectiveness*)
- Responsiveness
- Accountability



# AI case studies

## Improving operational efficiency



To move beyond manual mapping processes of the state's large land mass, the Queensland Government Department of Environment & Science adopted ML to automatically **map and classify land use** (e.g., agriculture, housing) in satellite imagery. This provides for more efficient emergency response, disease outbreak readiness, and biodiversity conservation.

[oe.cd/aus-ml-map](https://oe.cd/aus-ml-map)

## Improving operational efficiency and accountability



Betto by the Colombian Family Welfare Institute (ICBF). An AI solution to strengthen transparency, objectivity, and excellence in **bidder selection process** of early childhood service providers. It evaluates and selects the best operators for providing comprehensive services aimed at early childhood in the 1,103 municipalities of the country.

## Improving service efficiency



Mona by the Austrian Digitalisation and e-government Directorate of the Federal Ministry of Finance. A conversational chatbot conceived to **increase the service quality** and relieve service staff in three areas: providing information to entrepreneurs about business-related services, supporting electronic delivery for companies and citizens, and helping users to navigate Austria's digital office website.



# AI case studies

## Strengthening responsiveness to citizens



To enhance understanding and responsiveness to citizen perspectives, 400+ local governments leverage AI-driven solutions from Belgian civic tech company CitizenLab. This technology enables civil servants to effectively group and categorize citizen input, thereby streamlining the processing of thousands of contributions and improving the ability to address community needs more effectively.

[oe.cd/citizenlab](https://oe.cd/citizenlab)

## Offering more responsive services



To overcome disjointed and cumbersome public services, the Finland Ministry of Finance's AuroraAI programme uses AI to simulate potential service paths and proactively offer citizens services based on life events (e.g., marriage, beginning university, retirement).

## Designing effective policies



The Korean Disease Control and Prevention Agency developed an AI convergence system to address emerging infectious diseases. The system uses AI to analyze medical data, quarantine data, spatial data, among others, to develop policy responses to infectious diseases.

## Enhancing external oversight



Alice, a bidding and contract analyzer, ensures proactive and timely responses in public procurement. It continuously gathers data from key government procurement platforms, conducts risk assessments, and issues alerts. This helps auditors and managers focus on non-compliant situations, streamlining oversight and compliance.



Issues and trends



Key policy  
issues and trends





# Emerging policy issues

- ◆ Securing political support from decision makers and the public.

- ◆ Anticipating and managing associated risks linked to respect of human rights, privacy, algorithmic transparency, accountability and explainability.

Netherlands: Welfare (SyRI) and tax (Fraud Signalling Facility).

Australia: Welfare (Robodebt scheme).

- ◆ AI use in the public sector remains experimental and few solutions scale.

- ◆ Understanding the effectiveness and impact of AI use.





# Establishing an enabling environment

for trustworthy and human-centred AI use within the public sector

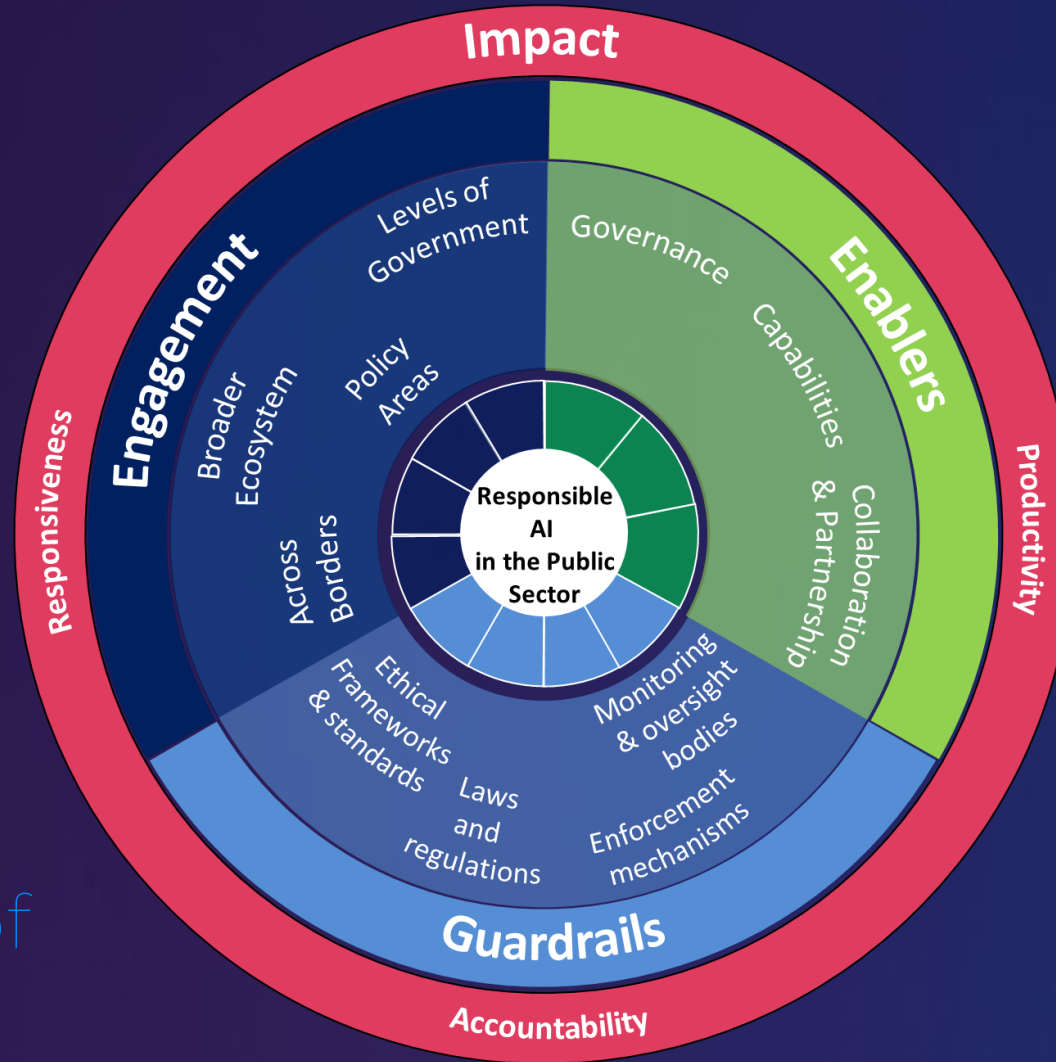
- ◆ Managing AI coherently across the public sector (AI strategies, data governance, institutional structures) ----- Australia's AI in Government Taskforce
- ◆ Designing dedicated policies through guidelines, frameworks, tools, and legislation to steer the ethical and responsible use and development of AI systems ----- Colombia's Ethical Framework for AI
- ◆ Supporting implementation through core digital public infrastructure, sharing of knowledge, competences and capacities development, and partnerships. ----- Finland's Elements of AI free and open course
- ◆ Monitoring AI in the public sector and measuring the impact for fostering trust and long-term viability. ----- Canada's Algorithmic Impact Assessment tool



Supporting govts.

Supporting governments for  
trustworthy and responsible AI use in  
the public sector

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Towards a framework to enable a trustworthy use of AI in the public sector

Engagement – Where key actors need to be involved to implement actions targeting specific challenges

Enablers – areas where policy actions can be prioritised to establish a solid enabling environment and unlock the full-scale adoption of AI in the public sector

Guardrails – options for policy levers governments can consider to secure a trustworthy and responsible use

Impact – governments can consider three potential impacts to align AI use with relevant public policy objectives.



# 1010 Engaging key actors

## 1010 for AI in the public sector

### Inside national govts and public sectors

- Securing political support.
- Defining appropriate institutional governance for AI
- Adopting dedicated strategies for AI in the public sector.
- Leveraging innovation centres and labs.
- Nurturing and providing incentives for creativity of public servants.
- Building up digital competencies in public administration.
- Including a "Human in the loop" to foster the human-machine collaboration.
- Establishing sound data governance (which includes data infrastructure).

### Broader ecosystem

- Fostering collaboration with the private sector.
- Promoting public awareness.
- Fostering a dynamic research / academic environment.
- Supporting start-ups and private sector initiatives to bring value to the public sector.
- Promoting Public-Private partnerships to foster AI-based innovative solutions.
- Developing frameworks for accessibility and sharing of government data with academia and private stakeholders to improve experimentation and solutions' development.

### Cross-border value

- Participating in the international debate.
- Adopting common standards across borders.



# IOIO Key Enablers

## IOIO for AI in the public sector

### Governance

- Lack of common standards.
- Unsuitable legal framework.
- Absence of a flexible governance model to ensure a whole-of-government approach and the right level of control over the adoption of AI in the public sector.
- Lack of cross-functional teams for the development of AI initiatives.
- Absence of risk management frameworks.

### Capabilities

- Lack of specific and relevant competences in the public sector.
- General low understanding of AI and low digital literacy across the population.
- Capabilities and mechanisms to foster synergies with the academia and the private sector.
- Algorithm aversion and misunderstanding of human-machine collaboration approach.

### Collaborations and partnerships

- Limited understanding of the role of the ecosystem, including actors outside the government.
- Misalignment of goals on the purpose of AI solutions across public sector institutions.
- Issues on intellectual property of data, algorithms and predictions made by AI.



# IOIO Guardrails

## IOIO for AI in the public sector

- ◆ Adoption of common standards to secure ethical use
- ◆ Upgrading of the regulatory framework
- ◆ Establishment of enforcement mechanisms
- ◆ Set up of oversight monitoring bodies



Talent and skills

# Digital talent and skills for AI

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## Talent and skills

Countries with training programmes to cover core skills:

**60%**

Awareness of potential risks and benefits of digital

**64%**

Trustworthy use of digital technologies

**58%**

Data-related skills

**58%**

Understanding users and their needs



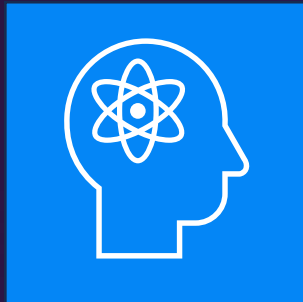
**Need to address these skills to enable better AI adoption.**



## Talent and skills

### Example: strengthening the administrative capacity of Italy's public administration

Working with the OECD to uplift the capability of its workforce to enable AI adoption in a way that is effective, transparent, ethical, and responsible, including for skills around:



**Digital  
mindset**



**Governance of  
data and AI**



**Compliance  
with legislation**



**User-centred  
communications**



**Roadmap for  
implementation**



Looking forward

Looking forward





OECD's work on  
**AI** in the public  
sector



Thank YOU

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