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My name is Ning YEH, from Taiwan, serving at the Digital Minister's Office of Executive Yuan, the administration's cabinet.

The Digital Minister, Audrey Tang, took office in Oct. 2016. Her major missions are open government, social innovation, and youth affairs.

Her position is a so-called "minister without portfolio," which means she deals with cross-ministry affairs without a specific "Digital Ministry."

Talking about the open government, there are four pillars: transparency, participation, accountability, and inclusion, which have in recent years become universal features of the policy statements and programs of international development organizations. According to the OGP's advocacy in the 2017 UN Assembly, open government is essential to rebuilding trust in government, especially when democracy is threatened all around the globe.

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Around the world, there is a lot of tension within governments to balance different aspects of the private sector—for instance, sustainability and development. These two aspects are in tension. It's same for environmental concerns and financial concerns, too.

Traditionally, before the advent of mobile Internet and social media, the government did a pretty good job balancing these interests and making sure that we didn't fall apart—in the sense that our administration organizes these different stakeholders so they understand each other's concerns.

That is to say, we're the regulatory link between civil society and the private sector. However, after the rise of mobile Internet, these stakeholders became much bigger. Interested groups organize among themselves. They don't really need an MP or traditional media to organize. Anyone who can share a hashtag on the Facebook can organize well.

Social forces have become much stronger, no matter which side they're

on. Tension has become higher and higher, and it has become much easier for the public to lose trust in democracy. The more freedom a society has, the less trust the government gained from its citizens after the advent of mobile Internet.

What we are trying to do from the open government side, and the social innovation side as well, is through saying we're building the democracy together. Instead of "by the people" or "for the people," which are two side of the same coin, we're saying, now we're working "With The People," which is where we meet in the middle.

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The PDIS (Public Innovation Digital Space), a task force led by Audrey, was established in this democratic sense. We would like to provide a space for collaboration rather than arbitration, like a rope shown here.

The Public Digital Innovation Space is literally a space. It is comprised of several physical spaces in the Executive Yuan building and others, as well as digital online spaces.

People join PDIS primarily through three means. Audrey herself is a political appointee. As she assumed office, she appointed two secretaries. Then we have different career public servants from different ministries, and the technical team from the III—the Institute of Information Industry.

The benefit of the digital space is twofold. First, it allows us to overcome space restrictions. We can connect different spaces using digital technology, so people from remote islands, rural places, and so on, can be part of the policy-making process with people in Taipei in real time.

Time differences also can be overcome because everybody has two minutes of kindness. If we can facilitate people joining in during their spare time, whether to sign a petition, vote online on pol.is, or whatever, then we can engage people during their best, most altruistic public-minded time.

We are creating a culture based on trust. We have people from all different generations, different disciplines, different skills, different

ministries, with different stakes.

The idea of this space is that everybody joins voluntarily to work for the public good. People get to decide what project they work on. There is no commanding relationship between people in PDIS.

If we are to increase trust at all, we have to first build trust between people here in PDIS. We do this by, first, being transparent. Everybody works out loud, so everybody knows what everybody else is doing, even if they don't partake in it.

Audrey herself adopts so-called "radical transparency," which means no-compromise, comprehensive records and disclosure. All of her meetings, interviews, and conferences are recorded by video or transcript, then published on the PDIS website after 10 working days.

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There are a few advantages of transparency. First, anyone who knows that his words will be recorded and made public will try to speak well and not be too emotional. Second, since all opinions are recorded and made public, no one feels ignored. They are discussed and commented on by the public. Last, opinions or responses don't need to be repeated. Follow-up deliberations can be on an existing basis. And anybody can join at any time without being late. That is the first step of building trust and collaboration as well.

As for inclusion, anyone who could be impacted by a public policy and can declare, this is my stake, is a stakeholder. Basically, we use the so-called open multi-stakeholder governance model in the sense that if anyone who can demonstrate to other stakeholders, "I really have a stake here," they don't have to find a representative. They can, themselves, show up and become a stakeholder.

We are using radical transparency and other open government methods to promote social innovation, and we believe this "open multi-stakeholder model" is the best practice to date.

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Social enterprise brings a brand-new way of thinking. In general cases, profit is the core objective of a business, and social responsibilities are not considered until it develops to a certain scale.

For social enterprises, however, social concerns are the core objective, achieved by developing business models to address social issues.

In Taiwan, various organizational forms of social enterprises have been developed in the past 20+ years, such as community cooperatives (Homemaker's Union), NPOs (Children Are Us Foundation), and companies (Leezen Company Ltd.).

According to a survey released by DBS Bank and the Vision Project of United Daily News last year, four out of five Taiwanese agree with the philosophy of social enterprise and are willing to purchase or invest into social enterprises.

However, only one out of five could name at least one social enterprise and describe how such entities operate. Ultimately, increasing the public's awareness about social enterprises from 19% to 78% should be our most important task at the present stage.

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On October 18th of last year, the opening ceremony of the Social Innovation Lab, presided over by Premier William Lai, was held in Taipei's TAF base. The Lab is not only a one-stop venue for government services but also the fruit of collective wisdom from more than one hundred social enterprises.

During the preparatory stage, we organized five co-creation workshops, to which 100+ social enterprises were invited to communicate their conceptions and expectations for the Lab.

As such, we achieved a blended consensus and created a space fulfilling all purposes. For example, the Lab stayed open till 11:00 p.m., and so did the café and kitchen—a resident chef was also arranged.

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Moreover, Audrey provides her office hours at the Lab every Wednesday

from 10am to 10pm. Provided her visitors agree to have their conversation posted online, anyone interested in social enterprises is welcomed to having a discussion with her.

Of course, we always keep in mind that Taipei cannot represent the whole country.

In addition to hosting office hours at Taipei Social Innovation Lab, Audrey takes a trip every two weeks to Taichung, Chiayi, Kaohsiung, and Hualien, respectively, to have discussions with local social enterprises, with full transcripts published online.

To free numerous competent officials from long, exhausting travels, we use remote technologies to bring thirty colleagues from different agencies together, so that we can respond to social enterprise related questions and demands raised by entrepreneurs far and wide in real time.

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We also set up a Regulations Sandbox Platform, through which law and regulation clarification consultation services are offered to innovation practitioners.

Furthermore, during our tour around Taiwan, we convened departments, whenever necessary, to negotiate the issues social enterprise practitioners encountered in carrying out their new activities.

In other words, we assisted social problem solution providers in solving their legal problems.

For instance, in January we called up relevant departments and local government to discuss the feasibility of NPOs setting up subsidiary companies. It was then agreed that a pilot scheme would be launched, where civil associations could incorporate closely-held corporations and exercise full control over their operations.

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In the same way, we are drafting a new Social Innovation Action Plan. All works are towards the practice of the UN SDGs. Additionally, the

open multi-stakeholders model is a concrete manifestation of the 17th SDG—"Partnerships for the Goals". It is not just the establishment of partnerships between the Taiwanese government and private sector, and we hope to build strong connections with international social innovation partners as well.

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Thank you for your listening and looking forward to your feedback.