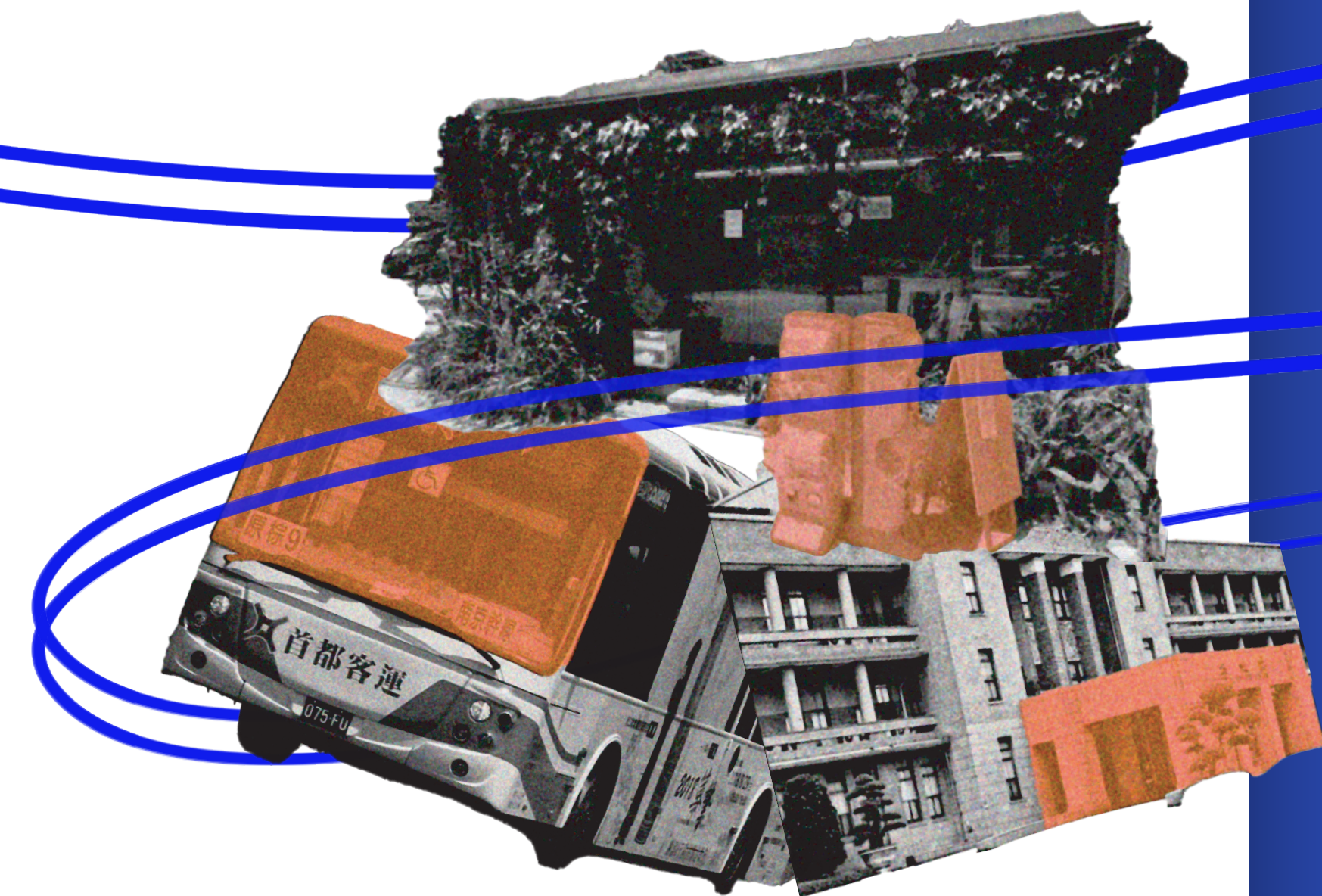


Breaking Down Barriers to Co-Create an Open Government:

How Participatory Design is Transforming Taiwan's
Public Services and Government

Co-Lab Studio
2024.3.7





作伙想、同齊做

About Co-Lab Studio

Co-Lab Studio is committed to designing more diverse and inclusive open collaboration processes, providing consulting services, open collaboration activities, and various collaborative innovation services.



Some backgrounds about us

Our two founders have served in the central government (Public Digital Innovation Space) and civil society organizations, and have diverse experiences in promoting public affairs.



What do we do?

Understanding the situation of stakeholders and organizational culture, we propose flexible and creative solutions to adapt to different challenges.



What is our vision?

We are committed to nurturing trust and partnerships between different groups, thereby creating a more participatory and inclusive public environment.



About our founders



Haoting Chang

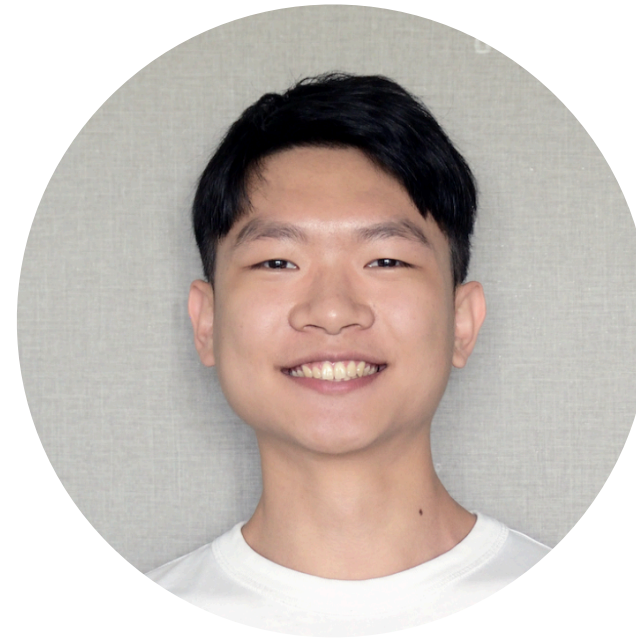
Design Director, Co-Lab Studio
Design Lead, Public Digital Innovation Space
Interaction Design, IDEO



Enen Hsu

Strategy Director, Co-Lab Studio
Host Team, Public Digital Innovation Space

Little bit about me



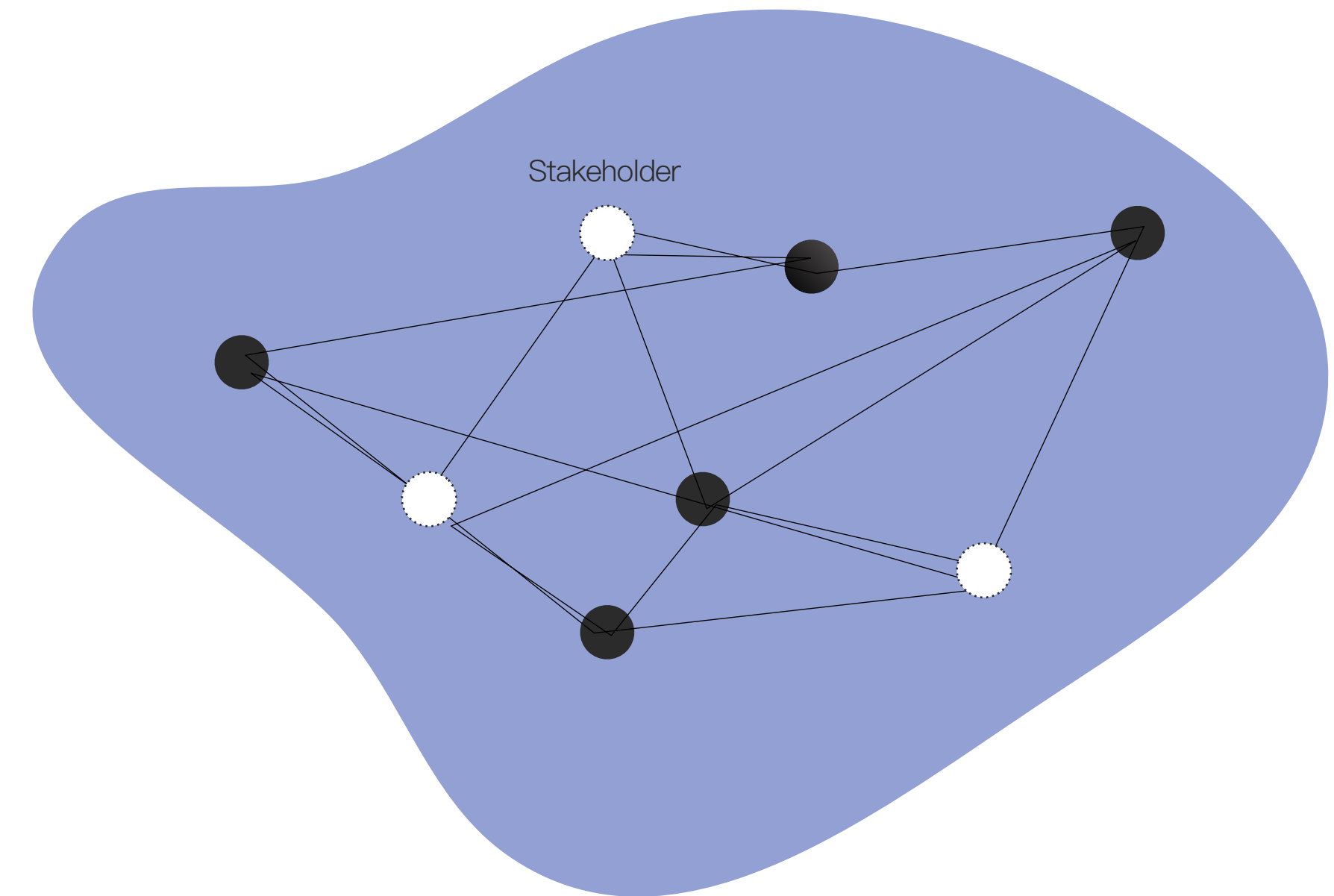
Kang-Ku Lin

- I'm a UX designer in Vyond
- Worked as an service design intern in Co.lab studio
- Have joined several projects about designing for gov
- I'm still learning
- (Also a rock climber and cat lover)

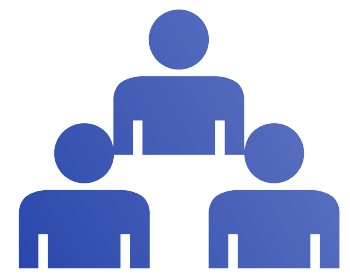
What is participatory design?

Participatory design

is a democratic process for design (social and technological) of systems involving human work, based on the argument that users should be involved in designs they will be using, and that all stakeholders, including and especially users, have equal input into interaction design (Muller & Kuhn, 1993)



Muller, Michael & Kuhn, Sarah. (1993). Participatory Design. Communications of the ACM. 36. 24–28. 10.1145/153571.255960.



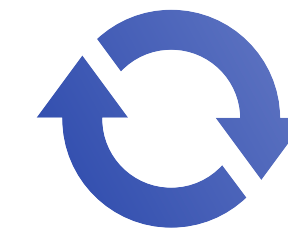
Design together

Design with anyone that can be affected by the service or product.



Empower them

Create an inclusive environment that everyone can contribute their own ideas and thoughts.



Process > Outcomes

The process of co-creation can have more impacts than the solution itself.

**Next, we'll share 3
projects which we invite
different stakeholders to
participate in design...**

Citizens

The prospects of geothermal development in Taiwan, and the exchange of collaborative experiences

Youth

**Rescue Action by Youth - Ministry of Education
Youth Development Administration Website Revamp**

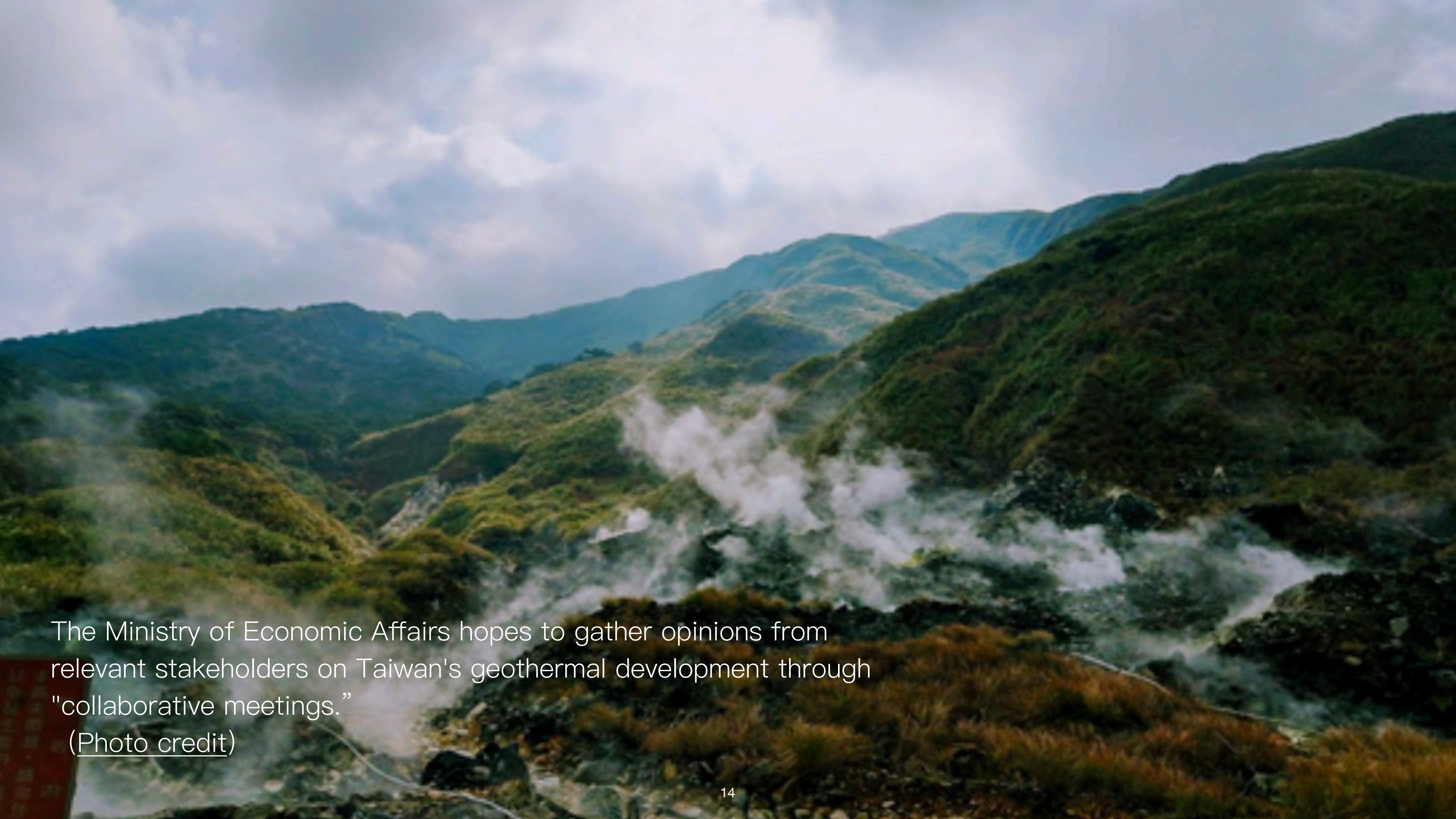
Civil
servants

What's in the prison - Collaborate with civil servants to create better prison ecosystem



The prospects of geothermal development in Taiwan, and the exchange of collaborative experiences





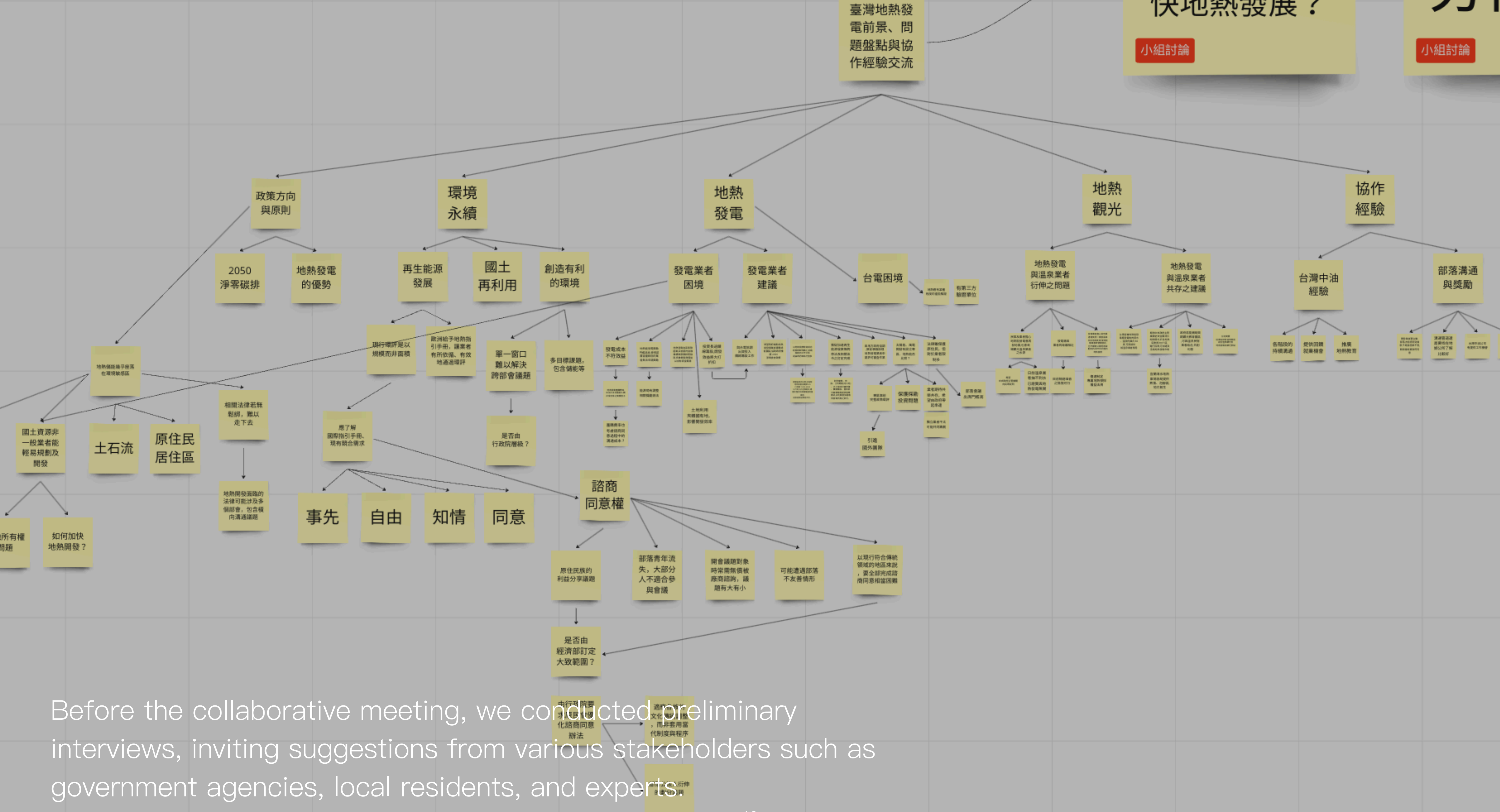
The Ministry of Economic Affairs hopes to gather opinions from relevant stakeholders on Taiwan's geothermal development through "collaborative meetings."

(Photo credit)



說到故宮

說到故宮，你會想到什麼呢？



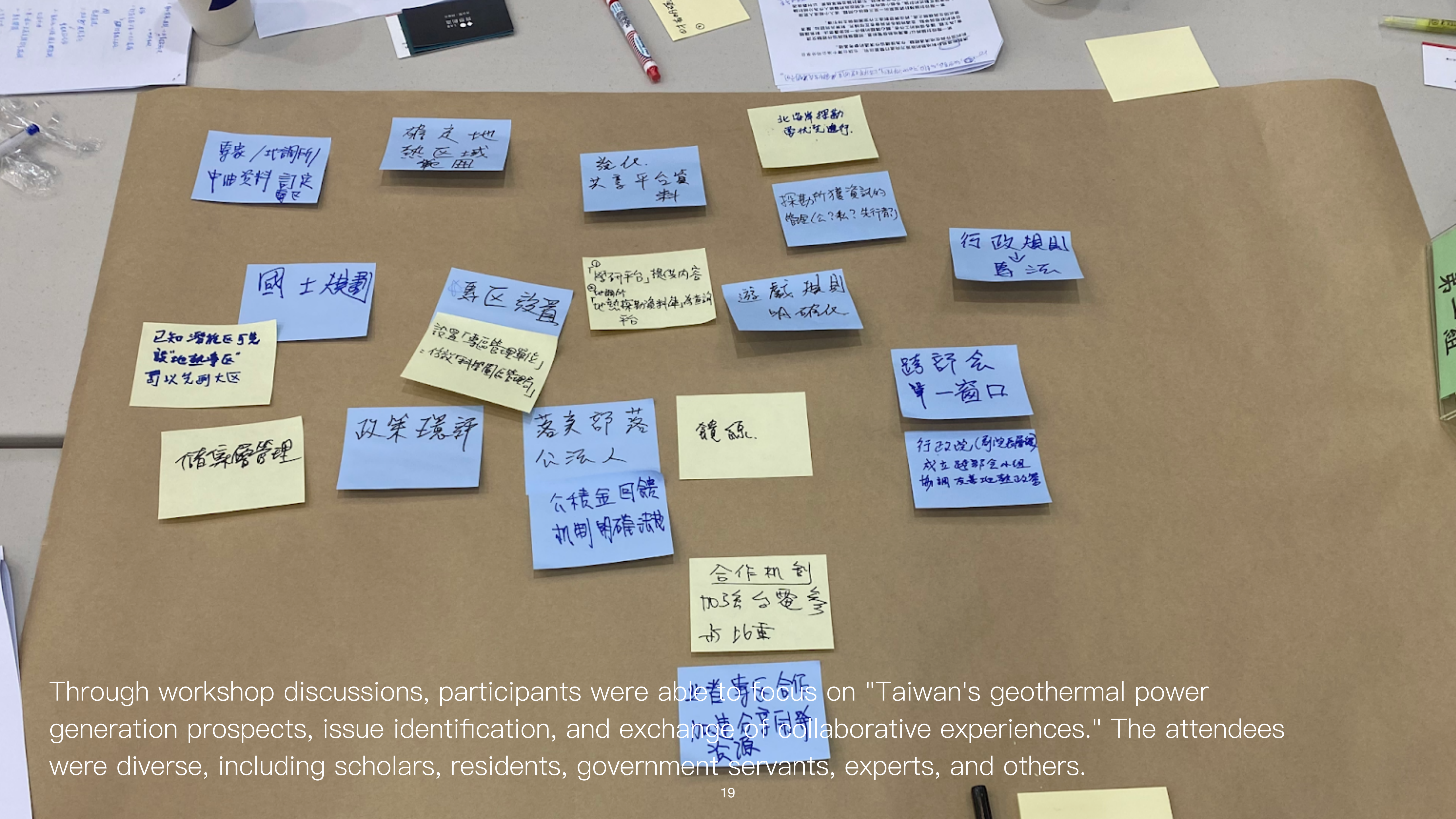


We also conducted rehearsals prior to the meeting. Through tabletop exercises, simulating possible discussion branches, participant reactions, and hosting scenarios to collectively rehearse the situation on the day of the meeting.

小組討論

小組討論





專家/民間所/
中研資料訂定
專區

確定地
熱區域
範圍

發促
共享平台資
料

北海岸探勘
需優先進行

探勘所獲資訊的
管理(公?私?先行部?)

行政規則
↓
區法

國土規劃

已知潛能區先
設「地熱專區」
可以先到市區

專區設置
設置「專區管理單位」
= 行政院國土管理司

①「學習平台」提供內容
②「民間所」
地熱探勘資料庫查詢
平台

遊戲規則
明確化

跨部會
單一窗口

儲蓄管理

政策環評

落實部落
公益人
公積金回饋
機制明確化

鏡線

行政院(副院長層級)
成立跨部會小組
協調友善地熱政策

合作機制
加強台電參
與比重

北海岸探勘
需優先進行

Through workshop discussions, participants were able to focus on "Taiwan's geothermal power generation prospects, issue identification, and exchange of collaborative experiences." The attendees were diverse, including scholars, residents, government servants, experts, and others.

開放政府第 129 次協作會議「臺灣地熱發電前景、問題盤點與協作經驗交流會」逐字稿 2022年12月23日

開場

許恩恩：那今天是我們這個開放政府協作會議第129場，我今天是這個大場的主持人，我是許恩恩，在整個協作會議開始之前，大家不知道對於這個開放政府在行政院推動的這個脈絡，以及今天這個協作會議的定位大概是什麼，我們很高興今天可以邀請到國發會的高副主委來為我們先做一個簡單的開場，我們就先歡迎高副主委。

高仙桂（國發會）：恩恩還有在座的產官學界的代表，還有特別的感謝經濟部，我們都立了這個主題來做今天研討的主題，那我會說我們國發會為什麼，它已經舉辦了129次，過去大概就是唐鳳唐政委，可是因為數位部成立以後，那這個Join平台還有開放政府的相關業務就留在我們的國發會，那當然它早期也是因為我們國發會有一個資管處，那所以呢以後我們在院裡面有一個叫開放政府聯繫會議，那以後就是由我們主委擔任每個會議的主席，那那個會議裡面基本上就是由各部會的副首長，當作各部會的代表，那為什麼會有這樣的會議呢？最重要大家知道我們Join平台是為什麼成立的？就是太陽花學運，那時候覺得說，政府很多施政，沒有踐行開放透明，參與課責，然後導致跟人民之間的溝通是不良的，所以那個時候大概就是決定要成立一個Join平台，那我們呢後來協作會議是，唐鳳唐政委要擔任政委以後，產生出來的，意思就是說，因為我們那個協作會議的選的那個主軸有兩個，一個是Join平台得到五千個連署，那另外一個就是由部會自己，它覺得它有些重要的政策它需要跟多元，就是需要有多元的意見進來跟民眾溝通的，那今天呢這一個，我們就是，我們每一個，每個月，每一個部會都有一個叫PO，就是開放政府聯絡人，意思就是說，因為其實傳統的公

Afterward, we made the contents such as mind maps, adhering to principles of openness, transparency, and the future can use this as a foundation for further in

許恩恩：這組有沒有其他夥伴要補充，可能其他的便利貼上面，有，桌長也可以補充。

王明德：其實對啊，我們剛剛有講到其實這個專區的設置之後，其實它裡面的一些合作機制也在這個設計裡面去明確化之後，它其實可以除了加速說專區裡面的業者去合作去加速這整個開發的一個資源，那也因為在這樣的一個良性循環，可能也會讓其它的外部的廠商能更願意來這個專區來做投資，那整個這樣的一個回饋的方式會讓這整個所謂的資源開發能夠更做有效的一個利用，以上的一個補充。

許恩恩：好那第一組還有沒有其他夥伴要補充可能剛剛有在小組討論有討論到但剛剛報告沒有呈現到或漏掉的，有嗎？喔宋老師還有一些。

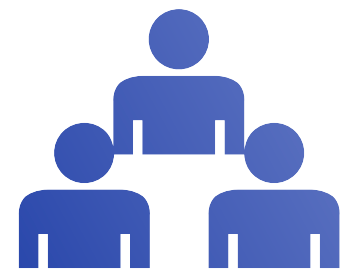
宋聖榮：我講最重要的一個要補充的就是，因為現在政府投資資源下去做地熱探勘，你如果很零散，後續這些探勘的區域，你要怎麼分配出去，這是會是一個很頭大的問題，可是在這個專區裡面，政府可以很放心的去做各種探勘，達到兩個事情，一個是政府做決策這個專區裡面裝置多少容量，另外一個就是說也提供業者，業界是說，哪邊可以鑽生產井，哪邊鑽補助井，這些政府所投入進去的資金，後續再租金或是再什麼樣可以回饋到本身回收，不會說我圖利廠商的問題。

許恩恩：好那就謝謝第一組的報告，然後把麥克風傳到隔壁的第三組，一樣，第三組
verbatim transcripts publicly available,
我們可以把海報投出來，幫你們可以看看你們自己的海報講沒有關係，我們這裡工作
usivity. We hope that interested individuals in

"When everyone discusses face-to-face, a lot of consensus can be quickly formed, compared to the past where communicating top-down incurred high administrative and time costs."

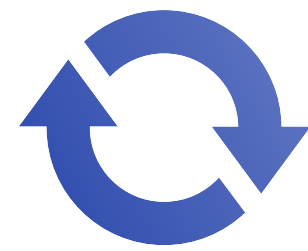


Some takeaway



Collaborative meeting

Collaborative meetings bring all stakeholders together to co-create a more comprehensive policy.



Process > Outcomes

“Unbox” the process can boost further communication and encourage more citizen engagement.



Digital tools for discussion

Digital tools is a good way to convey complex message and perfect for complicated discussion.

A group of young people, mostly women, are gathered around a table in a meeting room. They are all wearing face masks. One person is pointing at a laptop screen while others look on. The room has large windows with blinds in the background. The image is split into two panels: the left panel has a blue overlay with white text, and the right panel shows the same scene without the overlay.

Rescue Action by Youth - Ministry of Education Youth Development Administration Website Revamp

**Ministry of Education Youth
Development Administration Website
want to have improvement and they
decided to...**

Ministry of Education Youth Development Administration Website want to have improvement and they decided to...

Invite young people (the youth) to join and revamp the governmental website together.

Project RAY

(Rescue by youth)

Back from 2019, in every summer, PDIS (Public Digital Innovation Space) would invite 30 students from different colleges and universities, including service design, interface design, visual design, and information.

They joined together to investigate governmental websites and develop prototypes of them.

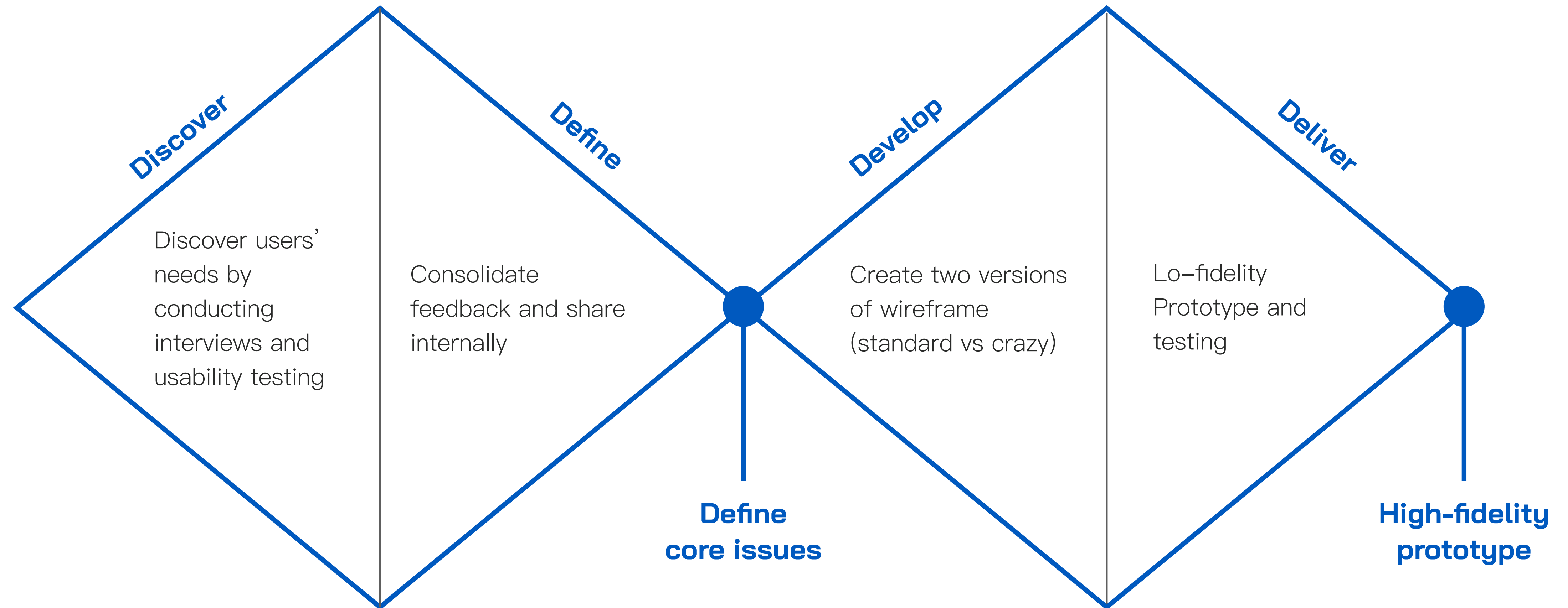
Po zhi Yang 楊博智

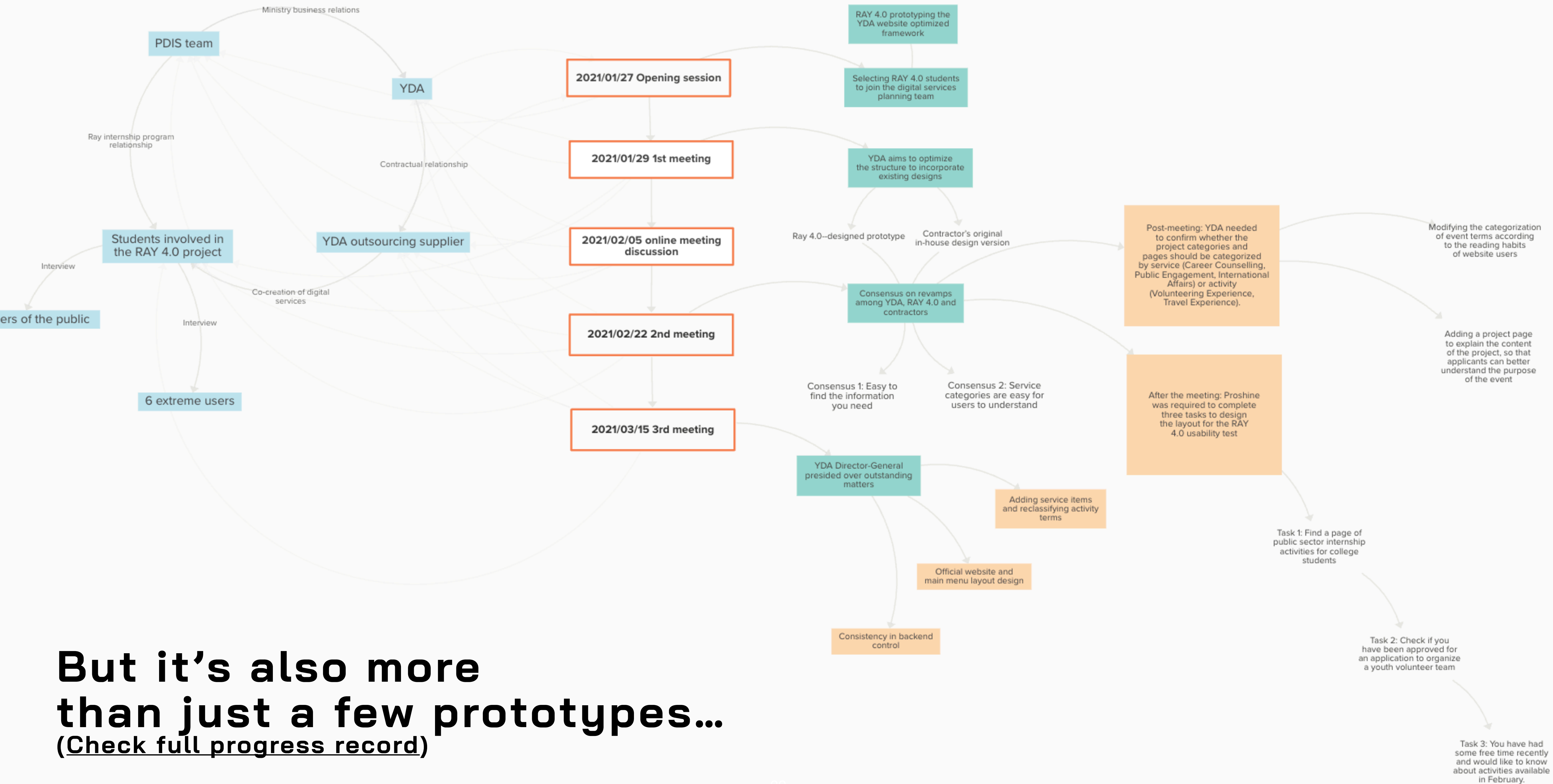
葉伊蕙



RAY is a project in which students may be 4 or 5 in number,

How does it work?





But it's also more than just a few prototypes...
(Check full progress record)

Just a glimpse of the new version

With participation of youth agency, RAY young professions, the manufacturer, and PDIS joined over 3 months together.



Some takeaway



More creative and fresh

Providing young people channels to join public affairs can reinforce open government and public–private relationships, and bring fresh, powerful, creative ideas into public



Bring the voice in

Youth engagement serves as a bridge between civil servants and citizens, bringing the voice of citizens into public management



Younger engagement

Public service revamped by the youth encourages more citizen engagement regardless of age, abilities, and backgrounds

**What's in the prison - Collaborate
with civil servants to create better
prison ecosystem**

Taiwan's prisons are facing a significant burden of manpower management.

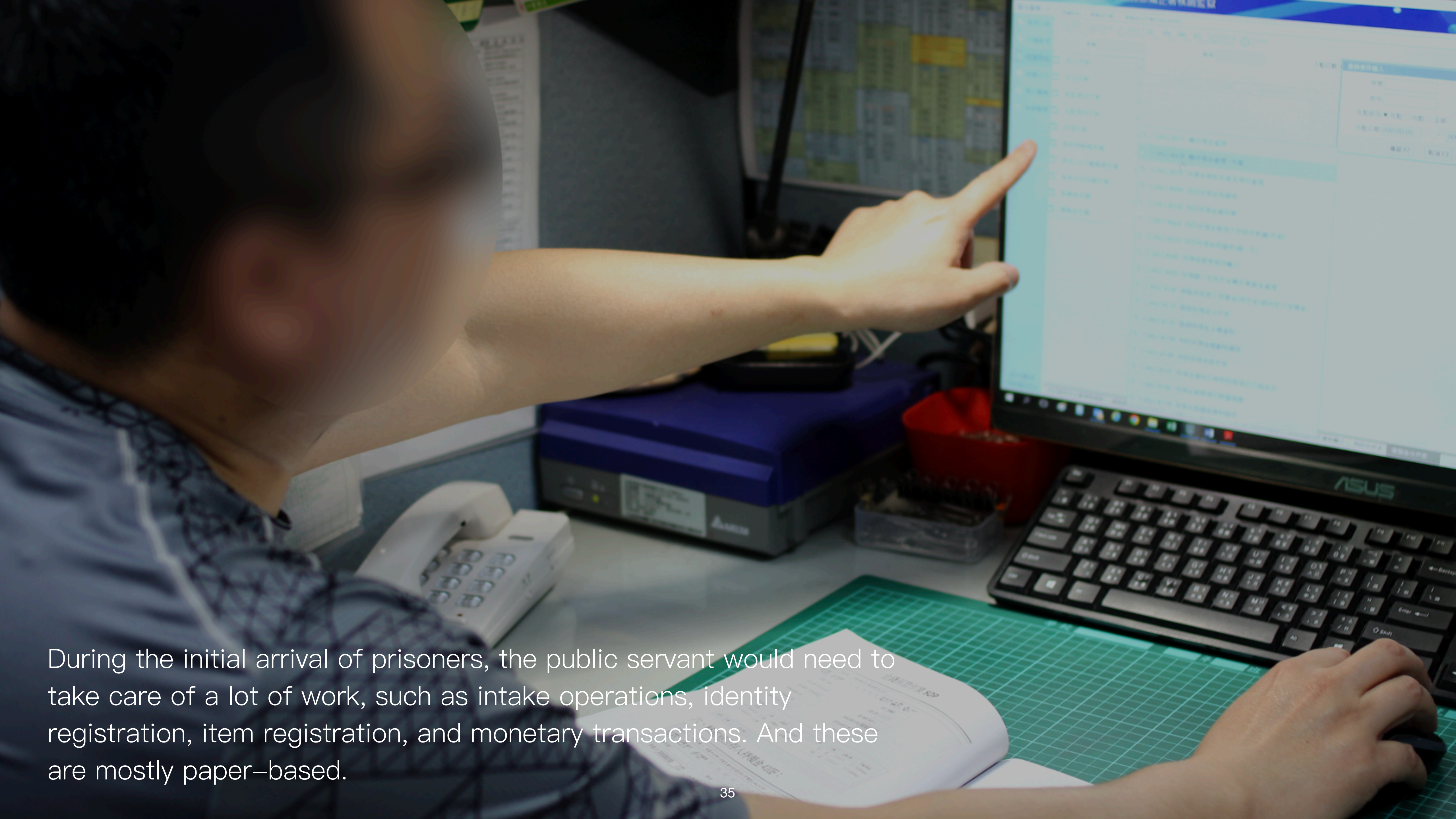
How can we propose possible strategies for long-term simplification of administrative operations by service design?



8
jails for
field investigation

33
stakeholder
interviews

- Prisoners
- Their family
- Agents
- Prison guards



During the initial arrival of prisoners, the public servant would need to take care of a lot of work, such as intake operations, identity registration, item registration, and monetary transactions. And these are mostly paper-based.

★112年第2季新華醫院欠費活頁簿.xlsx - Excel

檔案 開始 插入 表單配置 公式 資料 校閱 檢視 Right PDF 告訴我您想要執行的動作...

字體 對齊方式 數字 通用格式 設定格式化的條件 格式化的表格

標題 5 警告文字 2 輸入 2 輸出 2 檢查儲存格 2

一般 中等 好

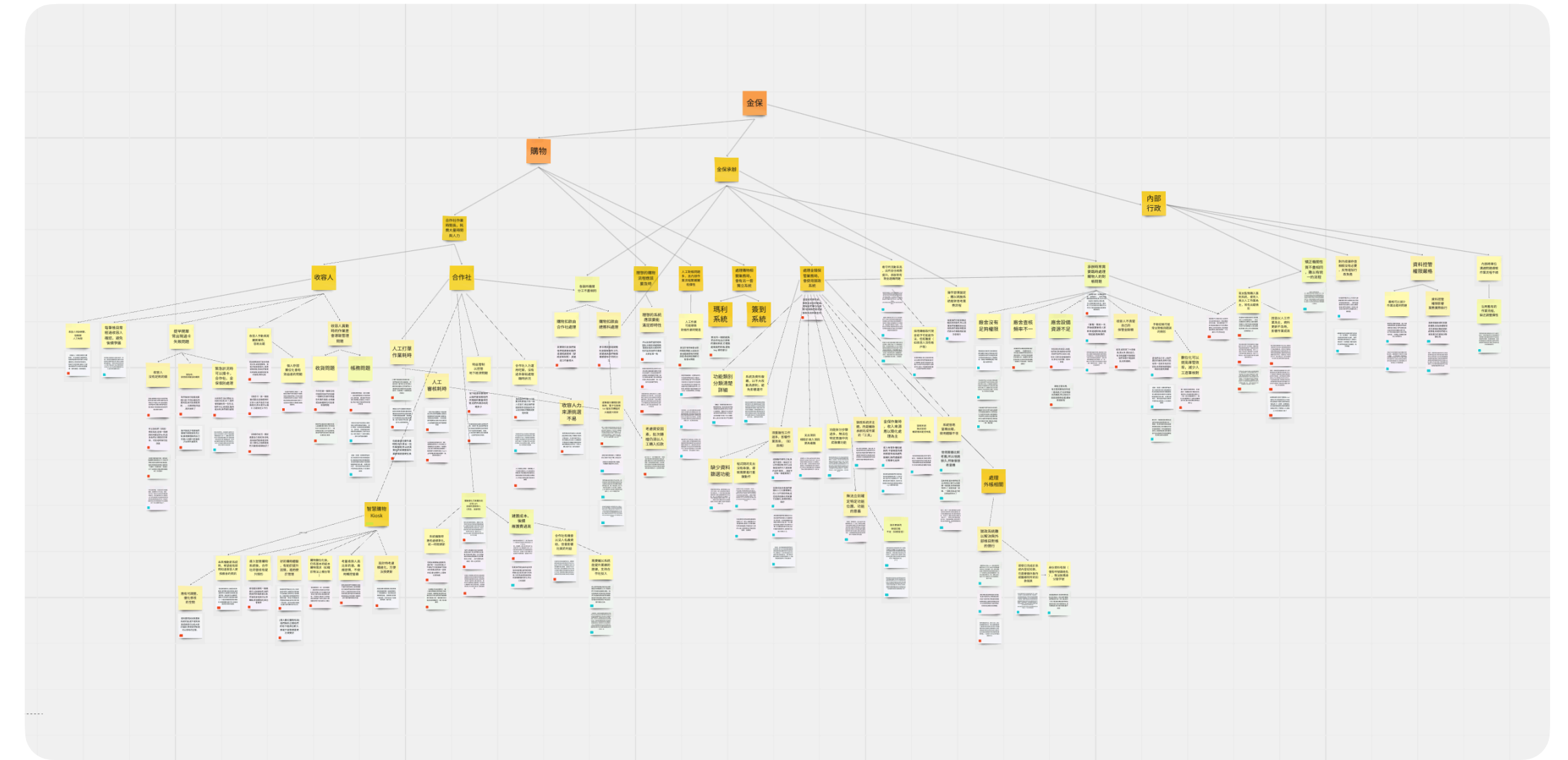
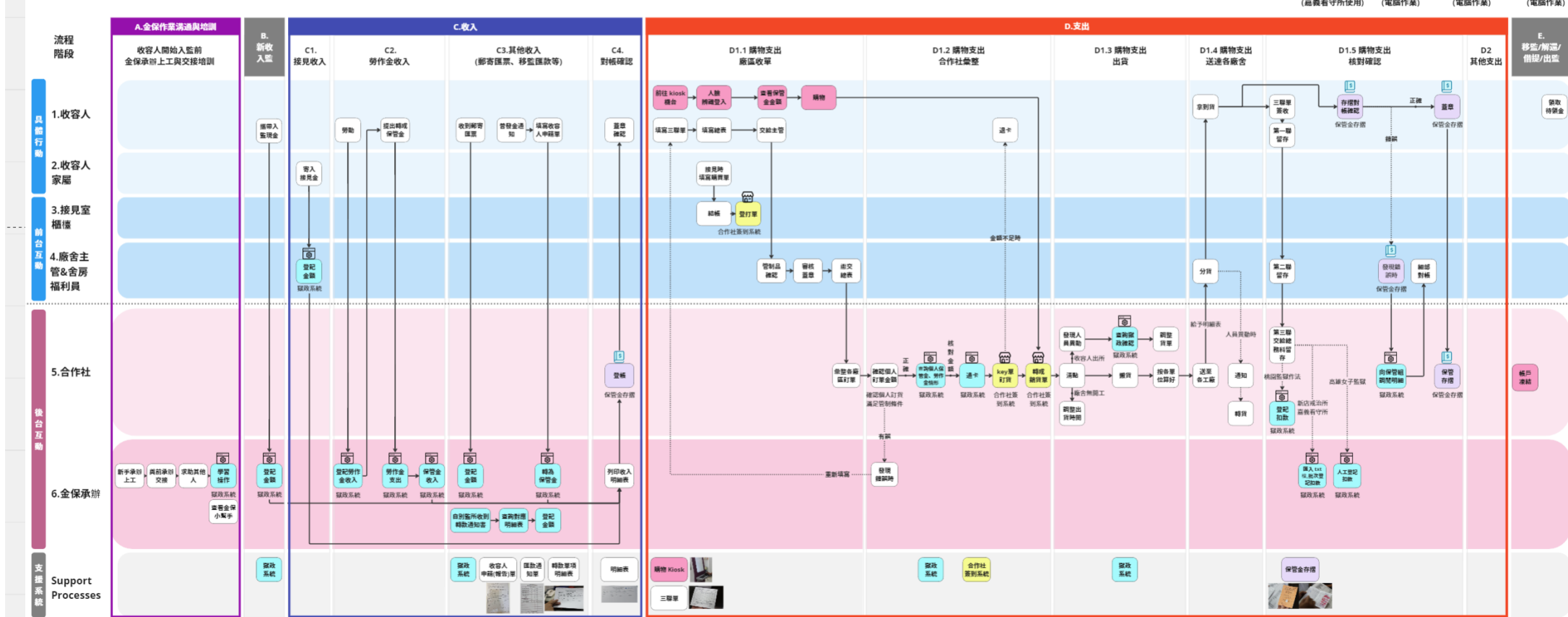
就醫日	科別	就醫	費	扣款金	欠款金	1120421	工場	電話	緊急連絡人	緊急連絡電話
1120417	健保家醫科	健保	150	0	150		戒三班	(02)2671-223		
1120330	健保家醫科	健保	150	0	150		戒三班	(02)2671-223		
1120329	健保家醫科	健保	150	0	150		戒三班	(02)2671-223		
1120315	精神科	健保	150	0	150		戒護外醫	(02)2671-223		
1120303	健保家醫科	健保	150	0	150		戒三班	(02)2671-223		
1120215	精神科	健保	150	0	150		戒三班	(02)2671-223		
1120213	健保家醫科	健保	150	0	150		愛一舍	(02)2671-223		
1120118	精神科	健保	150	150	0					

Sometimes they have to create their own workflow, because the internal system doesn't support the work they have done.



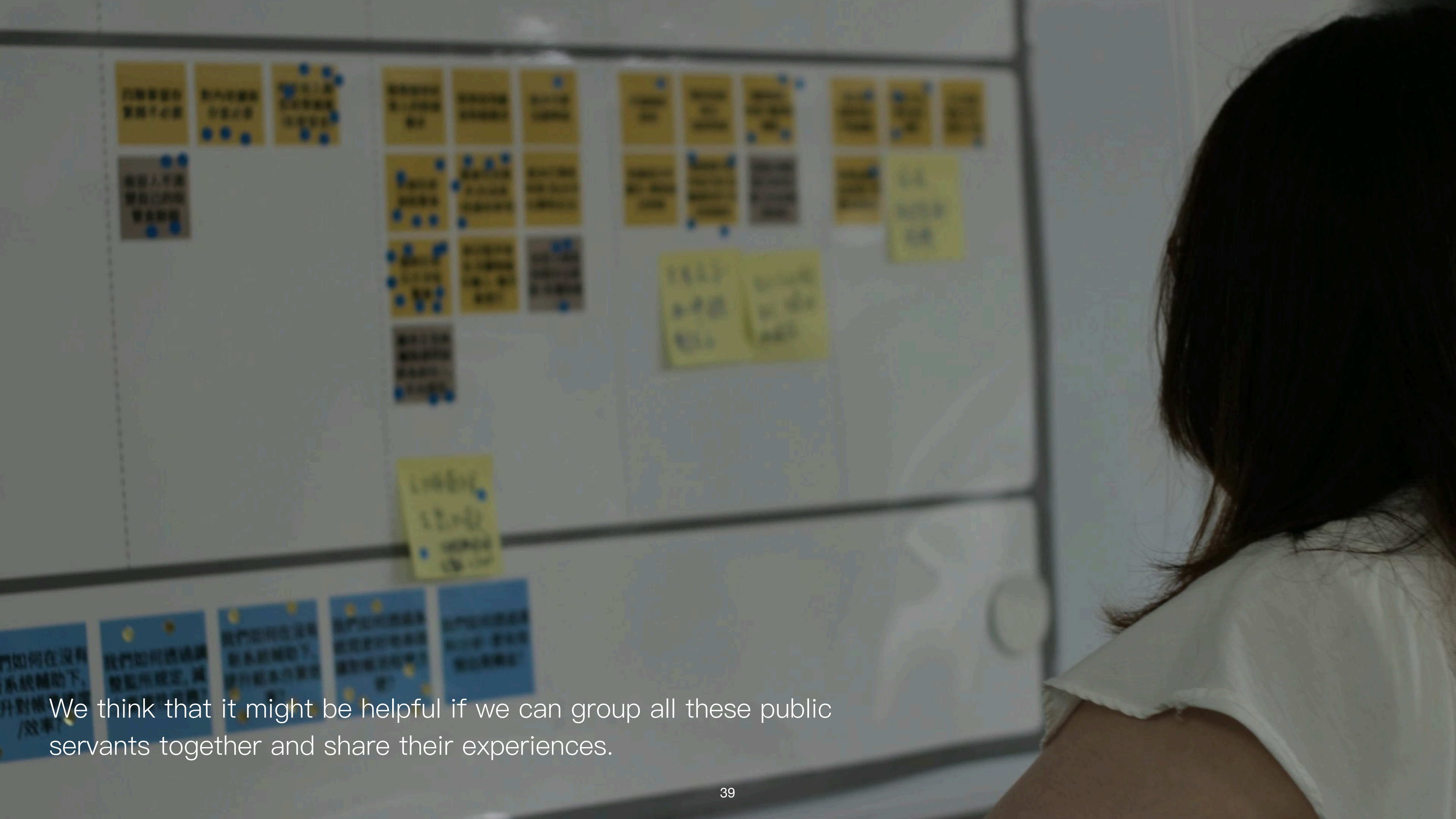
Interestingly, they even created a group chat which includes all the nationwide public servants to seek help from each other.

【詳細完整版】收容人金錢保管及購物相關流程 - 服務旅程圖



We came up with a service blueprint about how the prison works throughout a prisoner's journey.

Many issues arise during **the initial arrival of prisoners and their subsequent purchases within the jail.**



We think that it might be helpful if we can group all these public servants together and share their experiences.

3 Topics

- How to onboard new servant
- How to simplify the workflow
- How to make purchase easier inside the prison

28 Participants

- All from different parts of the local jain in Taiwan
- With diverse work title

主題A | 金保作業溝通地圖

當金保承辦遇到操作不熟悉或系統問題時，多會尋求系統廠商的協助；雖能解決當下問題，卻也可能造成慢性且長期溝通成本，同時延遲系統能被立即優化的可能。此外，雖提供金保學習小幫手使用，但實際上使用率並不高，可見其仍有潛在的優化空間。

階段

1. 初次接手金保任務

2. 尚在熟悉系統操作，
過程出現操作疑問或錯誤

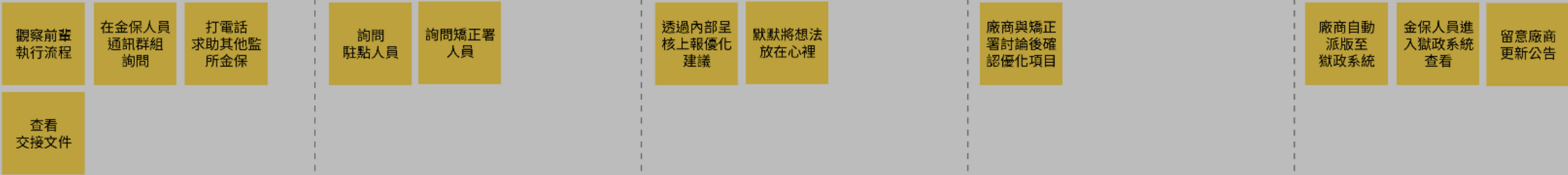
3. 熟悉系統且有優化想法

4. 廠商優化系統

5. 追蹤系統優化進度

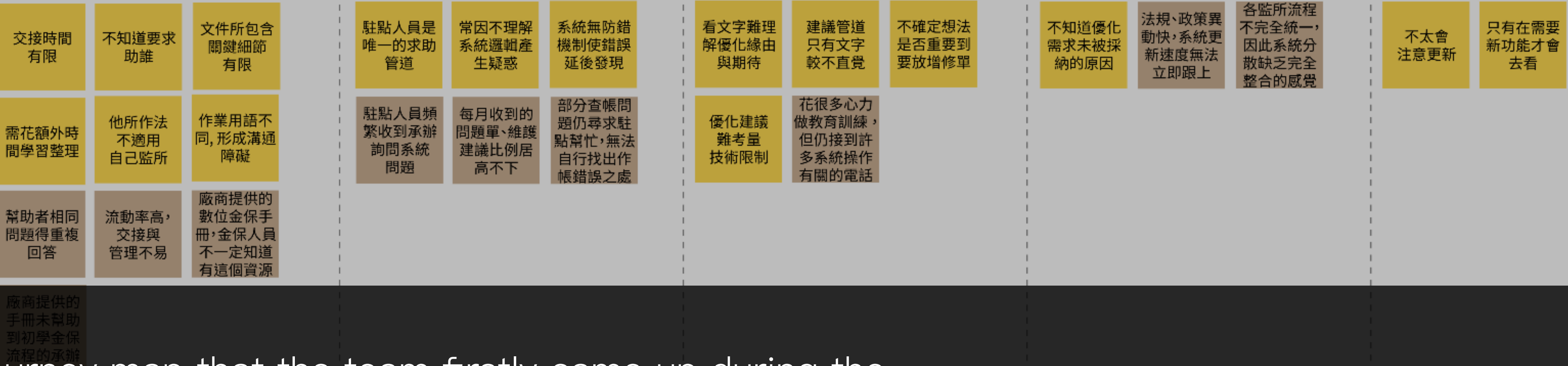
事件

除了列出的事件外，
還有哪些事件/服務/行為發生？



痛點

除了列出的痛點外，
還有哪些讓你感到不便/想改善的地方？
(也可以用貼點的方式表示認同)

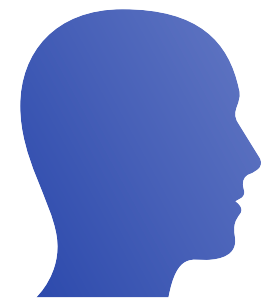


We used the journey map that the team firstly came up during the previous research. Then we brought it to facilitate all the participants, and co-create possible solutions together.

"I think this approach is excellent as it provides a platform for brainstorming. When aiming to implement systemic changes, it's essential not to be constrained by the existing system."



Some takeaway



Humane administration

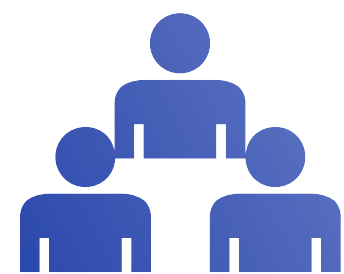
A more humane, fair, and transparent administration not only impacts the daily operations of every staff member but also directly affects the rights and interests of prisoners and their families.



Design a more comfortable workshop

Many prison staff members refrain from expressing their thoughts extensively due to the challenges and environmental factors they face.

Therefore, the workshops prioritize a people-centric approach, allowing them to feel more relaxed and expressive.



Co-creation and collaboration are key ingredients for building an open government that reflects the needs and aspirations of all citizens.



Open government and participatory design can reinforce each other, creating opportunities for dialogue, feedback, and joint problem-solving between government and citizens.



Successful open government initiatives require careful attention to both the "**openness**" and the "**government**" aspects, balancing all the needs from stakeholders.

As a service designer

How might we build up an inclusive environment for every stakeholder to join, and offer enough information for more effective participation?

As a public servant

How might we break the silos between each department and also with society, and work together with citizens for better public services?

As a citizen

How might we step out of our role as a user sometimes, and be the actor to contribute to a better public service which would benefit to us?

