Genève Living Lab

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Introduction & Organization

Genève Lab is the living lab of the Geneva cantonal administration – the Switzerland regional level. In recent years, the Canton of Geneva has understood the importance of taking better into account the challenges of the digital age, and to this end, in October 2016, the Genève Lab was officially launched with the main mission of supporting the State of Geneva's cantonal public administration in its digital transition, addressing the transformation brought about by the challenges of the digital age.

To accomplish its mission, Genève Lab operates on a participative approach inspired by living lab methodologies, involving local stakeholders and users (including citizens, SMEs and academic institutions) in digital innovation projects, to draw from collective intelligence, and co-create administrative services and solutions. When launched, the Genève Lab was the first permanent structure of its kind in Switzerland, whether at the federal, cantonal or municipal level.

More in particular, the Genève Lab has been instrumental in organizing and facilitating co-creation by local stakeholders of the State of Geneva's "Digital Public Policy" and "Smart City" programs. Both initiatives were supported by the State Government and are central to

its long-term commitment to sustainable development. This document analyses as specific initiative the co-creation of Geneva's Digital Public Policy.

Context

The Canton of Geneva, one of the 26 cantons of the Swiss Confederation, is composed of 45 municipalities, each one with its own specificity. It is placed in a cross-border region at the heart of Europe and it hosts several international organizations. In this context, it is crucial for the State to play a unifying role and to create coherence and meaning in this varied reality.

Regarding the political culture and the type of communication between State and citizens, it is worth mentioning that Swiss citizens can express their preferences by direct democracy. Citizens have an active role taking decisions at the country level, having their say in a series of federal and cantonal referendums held four times a year. This type of political organization has an impact on a series of other political and socio- cultural indicators. For example, direct democracy is considered as connected to a higher willingness of citizens to collect information, to a narrower space for politicians to pursue personal interests, and therefore to a better managed public expenditure and lower public debts. On the citizens' side, a higher sense of responsibility and ownership towards the community and public affairs is generally observed, with lower tax evasion as compared to representative democratic systems (Feld & Kirchgässner, 2000). Also, Switzerland, compared to other OECD States, distinguishes itself for a high level of confidence in its own government (OECD, 2013).

Switzerland has been host to international organizations and conferences for more than 150 years. This role of host state is firmly rooted in Switzerland's tradition of humanitarianism and policy of making its good offices available. International activities take place in Basel, Bern, in the canton of Vaud and, above all, in Geneva. The city of Geneva hosts 37 international institutions, organizations, bodies as well as a secretariat established under a treaty, approximately 400 NGOs and the permanent representations of 178 member states of the United Nations (UN), and also those of the two non-members of the UN (observers). For being a global hub for international cooperation and for its long tradition of hosting international organizations[1], the city is often referred to as "International Geneva".

The international dimension of Geneva constitutes a layer of experiences, interests, cultures and values that coexists and continuously exchanges with the Swiss national dimension. International Geneva is an essential component of Geneva's identity and acts as a major economic driver for the whole Lake Geneva region; moreover, it is a valuable instrument and most significant platform for Swiss foreign policy. Finally, with its long-standing humanitarian tradition, it reflects the core values that the vast majority of the Swiss population recognize as their own. The State of Geneva recognizes the support and strengthening of Geneva International as a political priority, as well as the support to foreigners' integration. In order to exploit International Geneva'spotential for synergies, Switzerland has created a set of practical tools that includes platforms[2] for coordination, reflection and cooperation with influential foreign think tanks. These platforms bring together the actors, ideas and know-how concentrated in International Geneva with the intention to make them circulate also at the national level. They help create important stakeholder networks, develop, test

and spread strategic ideas, and provide access to critical knowledge in their fields. Geneva's links with those working "on the ground" means these platforms are regularly confronted with local realities and can incorporate first-hand experience gained in the field into their deliberations. Switzerland, and Geneva in particular, has a policy of actively welcoming and continually adapting itself to the needs of international organizations, States' representations and delegations, and of civil society.

The context described above depicts a public policy culture that is used to diversity, aware of the necessity to mediate and create bridges, as well as one interested in exploring, also at the political level, the richness that diversity may offer.

On the other hand, for what concerns innovation policies, in recent years, the Canton of Geneva has understood the importance of taking better account of the challenges of the digital age, and to do it giving more space to participatory methods. However, this way of taking innovation into account, as reported by the Lab, is not common in Swiss public institutions.

Organization

Genève Lab is the living lab of the Geneva cantonal administration (the Switzerland regional level). In October 2016, the Genève Lab was officially launched and assigned the main mission to support the State of Geneva's cantonal public administration in its digital transition, addressing the transformation brought about by the challenges of the digital age. More in particular, the Genève Lab is instrumental in organizing and facilitating the co-creation by local stakeholders of the State of Geneva's "Digital Public Policy" and "Smart City" programs. Both of these initiatives are supported by the State Government and are central to its long-term commitment to sustainable development.

To accomplish its mission, Genève Lab operates on a participative approach inspired by living lab methodologies, for which a customer/citizen centric motivation is a key driver. Local stakeholders and users (including citizens, SMEs and academic institutions) in digital innovation projects are involved, to draw from collective intelligence and co- create administrative services and solutions.

There are three main dimensions through which the Genève Lab pursues its mission:

1. raising the level of awareness for all stakeholders of the challenges and opportunities linked to the digital transformation;
2. guiding and supporting projects in their innovation endeavors (co-creation, experimentation, multidisciplinary approach); and
3. promoting the quadruple-helix approach whereby government, industry, academia and civil participants work together to co-create the future and drive structural changes far beyond the scope of what any organization or person could do alone.

Genève Lab plays a pioneering role for the State of Geneva's administration, and in doing so also contributes to regional dynamics, promoting sustainable development of civil society, the economy and the environment in the Geneva area. The ambition of Genève Lab is to

become an exchange platform for innovation at the Canton level, and to grow and develop further.
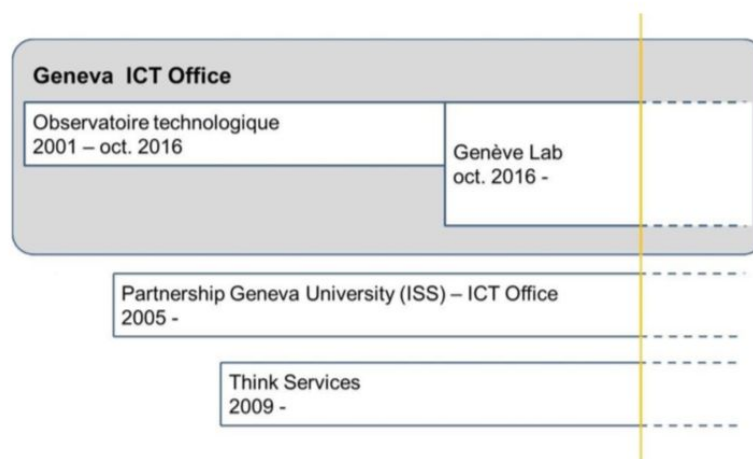

Figure 1 - Visualization of the partnership between Geneva University and Genève Lab

The governance model

Currently, Genève Lab's governance is based under the organization and management of the State of Geneva. At the strategic and operational level, Genève Lab's team reports to the State's deputy CIO and benefits from a high-level anchoring within the organization. The team is organized as a "liberated" unit[7]. This type of organization is an experiment itself within the State of Geneva's administration. As a unit within the OCSIN, Genève Lab's strategic and operational organization, as well as its management framework, is essentially defined by the State of Geneva's administration laws, rules and regulations. At the strategic level, the State of Geneva laws, rules and regulations provide a complete framework for addressing issues such as: intellectual property rights and exploitation of results; the way stakeholders are involved from a financial, commitment, responsibility and influence standpoint; the financing; the services provided; the infrastructure; etc.

In the future, the Genève Lab intends to expand the role of external stakeholders such as academia and civil society in its own governance.

Genève Lab has strong connections with higher education institutions in the Geneva area and beyond, as well as with start-ups, the federal government level, and, of course, all the actors of public and para-public administration, and partnerships with higher education institutions, civil society and local SMEs and other public sectors organizations at the local, national and international levels are systematically sought after.

Genève Lab continues the formal partnership established in 2009 by the Observatoire Technologique with the University of Geneva's ISS. Also, Genève also has strong ties to other local higher education institutions such as institutes and research centres of the

University of Geneva, as well as the University of Applied Sciences and Art Western Switzerland (HES-SO)[8] and the Ecole Polytechnique Fédérale de Lausanne (EPFL)[9].

Besides these historical partnerships, Genève Lab is currently and actively connected with more than 70 organizations in the ecosystem. As a Living Lab dedicated to public sector initiatives, GenèveLab is in direct contact with more than 40 public administration offices of the State of Geneva and affiliated para-public organizations such as the hospitals, the utilities, the public transport authority, the airport, as well as the public administrations of 45 municipalities[10] of the canton of Geneva, including the City of Geneva[11].

To reach out directly to citizens and civil society in general, Genève Lab has successfully enrolled about 20 associations (e.g. Realise[12]; Espace Entreprise[13]) wishing to participate in future projects. Finally, through direct contacts and in close collaboration with the Direction Genérale du Développement Ecomique, de la Recherche et de l'Innovation (DGDERI), which is also part of the DSE, Genève Lab has a well-established network of contacts with more than 30 local SMEs and start-ups in the Geneva economic ecosystem; especially those operating in the ICT, the Fintech, the Medtech and IoT fields. The network is finally enriched by co-working spaces such as Impact Hub, Voisins, La Muse Bouge, Nomads Foundation.

Genève's Lab funding, including human resources costs, is part of OCSIN's budget, that guarantees its sustainability in the long-term. The budget allocated is also aimed at organising events, issuing mandates to hire external experts or finance small digital innovation proof of concept projects. When participating in larger projects, the cost of Genève Lab's resources are borne by the project's own budget. Genève Lab qualifies and has the capability to apply for national funding for innovation granted by institutions such as eGovernment Switzerland, the Swiss Confederation, the Cantons and the Counties. Moreover, Genève Lab also qualifies and has the capability to participate in European international projects such as the ones funded by Horizon 2020 or INTERREG.

Genève Lab's business model was built using the Business Model Canvas (Figure 2) and the Value Proposition Canvas. These canvases are also used to describe, design, challenge, invent, and continuously improve their business model and value proposition.
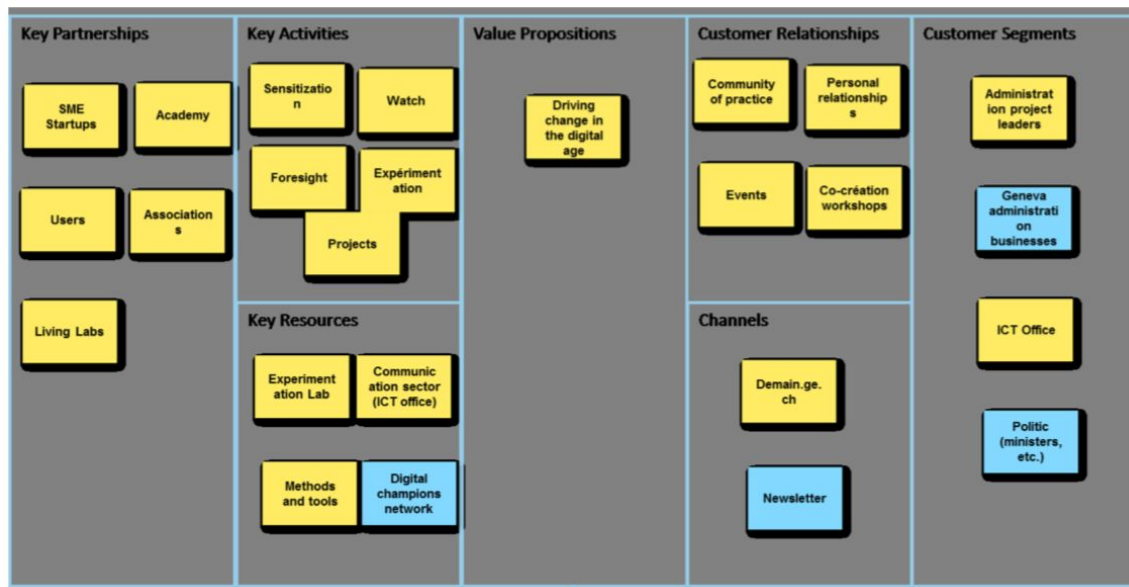
Figure 2 - Genève Lab's business model as defined in March 2017

Genève Lab currently includes five people in its permanent headcount. Each member has in-depth knowledge and know-how in the fields of digital innovation, transformation, entrepreneurship, policy design, open data, design thinking, prototyping and experimentation. Furthermore, all administrative, financial, human resources, logistics and miscellaneous other support functions to Genève Lab are provided by OCSIN. The team's strength lies in the diversity and the complementarities of its members' profiles.

Processes and tools

Genève Lab operates on a participative approach inspired by living lab methodologies. More in particular, in accordance to the Living Lab approach, every activity of the Genève Lab is driven by a customer/citizen centric motivation.
While the Lab is a recent creation, the Observatoire technologique (OT) staff, now working for Genève Lab, has been testing, refining and improving living lab operations and methods since 2009. The Living Lab approach makes complete sense in this context since it embodies the foundations of: digital user orientation, a multidisciplinary approach, prototyping and experimentation as well as anchoring in a rich local ecosystem. Genève Lab has an active and creative role in all phases related to the creation of an open innovation value-chain:

Commitment to open innovation practices and building blocks
Promoting open innovation practices is core to Genève Lab's mission. Genève Lab is committed to encouraging innovation both within and outside the State of Geneva's administration. For many years, Genève Lab's members have been promoting open source, open standards, open data and open content. Open innovation is nothing but a logical extension of this practice that is endorsed at the highest political level by the State

Government. As a case in point, the State of Geneva recently published under GPL license the source code of its eVoting software21.

User engagement and mobilization for co-creation

Genève Lab organizes (or co-organizes) a range of events in different formats dedicated to a variety of audiences in order to engage people. User engagement is central to Genève Lab's activities, that aim at bringing co-creation in a variety of digital innovation projects involving diverse categories of participants. Some of these are recurring events, such as Journées de rencontre, Cafés de la République Numérique, Meetups or Causeries du jeudi. Other events such as hackathons, barcamps or co- creation workshops are unique and depend on opportunities.

In many cases, Genève Lab is required to intervene to help projects better take advantage of digital innovation. To that end, Genève Lab uses typical Living Labs approaches and mobilizes the required expertise available in the ecosystem through its extensive network of contacts.

Also, users' engagement is sought as of the earliest stages of product and service development process in order to allow for concrete and close to "real-life" experimentation conditions.

Adoption of user-driven service design methods

All members of Genève Lab have knowledge and extensive experience in many tools related to user-driven service design methods and in particular the design thinking approach that has proved to be particularly adapted to Genève Lab's context. These methods are systematically applied in the projects Genève Lab is involved in. Moreover, the team's capabilities in matter of user-driven service methods are being complemented through the support of key partners.

Genève Lab is currently involved in several projects, which notably include users at the very early stages of the design of the solution. In most cases, these projects are launched by public administration offices responsible for service delivery to the public or internally within the administration itself. Genève Lab's reputation and influence is spreading quickly and the lab is also solicited to intervene at later stages of on-going projects to better take into account all stakeholders' points of view; thus further demonstrating the added value of Genève Lab.

Respect and appropriate protection of author's rights

As a unit within the State of Geneva, Genève Lab is bound to the State's legal framework. As such, it strictly follows the rules to protect authors' rights. Keeping this in mind, Genève Lab wants to promote the use of creative common licenses for its own work and for its partners' in order to contribute to a larger diffusion.

Openness of stakeholder partnerships

Openness to stakeholder partnerships is paramount to the success of Genève Lab. To fulfill its mission, Genève Lab leverages an extensive network of partners. In fact, one of its main activities is to create, maintain and expand the network of contacts and become a significant hub of digital innovation.

The role of ICT

In general, Genève Lab relies on the use of technology (Facebook or email campaigns) for the purpose of users' engagement, in order to reach out to the people selected to take part to the workshops. However, with the words of Patrick Genoud, from the Genève Lab, "after almost three years of experience, we realize that the importance of technology in the specific context of policy co-creation is less important than we would have thought. Emails are used to solicit the users with whom we want to work in workshops; however we prefer face-to-face workshops to online questionnaires, although we do use this method from time to time. ICT therefore does not have much impact in this general context, for the co-creation process itself."

The case - A Digital Policy for Geneva

General description

Website/ links: https://www.ge.ch/dossier/geneve-numerique;
https://www.ge.ch/dossier/geneve-numerique/consultez-rapport-politique-numerique-geneve
Location: Geneva, Switzerland

Starting and ending date of the initiative: May 2017 - June 2018

The Geneva state (canton) had as its objective the definition of a digital policy to define the general principles and common guidelines that all public administration offices shall follow while defining their own public digital strategy. This digital policy was meant to allow a successful and full digital transition for the benefit of the whole population, and not only of specific categories. To do this, the views and the expectations of the whole population needed to be collected and taken into consideration, through an approach as open and collaborative as possible.

The Genève Lab was mandated by the Minister of the Department of security and Economy (DSE) to lead a taskforce to co-design the digital policy for the State of Geneva (https://numerique.ge.ch). This taskforce included participants from all State departments, as well as the University of Geneva and other higher education institutions. Civil society organizations as well as businesses were also involved, through a broad public online consultation.

Governance

In this process it is worth looking at the governance dimension in two ways. The first concerns the governance of the policy co-creation process – which is the primary object of

this analysis (1). However, it is interesting to report also the reflections elaborated about the future policy arrangements expected to support the policy itself, since these reflections bring with them a vision of evolutionary and continuous co-creation (2).

1) Governance of the policy co-creation process

The process was initiated by the Canton of Geneva (therefore, it was top-down), targeting the Canton's territory. The project-design phase of the State's digital policy elaboration was steered by a committee led by the Minister responsible for information systems, and composed by the State's chancellor, the members from the College of secretaries general, the Secretary General of Judicial Power, the General Director of the State's Staff Office and the CIO of the State of Geneva. The elaboration phase, which started in summer 2017, has been curated by the Genève Lab. The Genève Lab counted on the support of an interdepartmental team work. In this phase, representatives of academia have contributed, and in particular the University of Geneva, and the HES-SO (University of Applied Sciences and Arts Western Switzerland – Geneva).

2) Governance arrangements that are relevant for the wider effects of the digital policy

The creation of this digital policy has been an evolutionary process, where co-creation remained a central focus. The policy itself recognizes that in order for public sector processes and organizations to be able to fully reach their digital potential, they should be completely rethought, making room for a participative and agile governance of digital policy. While the State Council maintains its essential role in terms of political decisions on the big societal issues raised by the digital transition, the collaboration is sought with a number of additional actors[14], at the inter-cantonal, regional and federal level, since "the digital is not a public policy on its own; it deals with a transversal subject, an underlying wave with an impact on all public policies"[15]. It is recommended, amongst other, to:

- Involve public actors driving digital transformation
- Keep an attentive eye on the economic and academic innovation actors of Geneva
- Pursue collaboration with high education institutions
- Involve the municipalities and study collaboration opportunities
- Count on agile structures and exchange spaces (formal and informal)

    The Genève Lab fully incarnates and exemplifies this vision

Stakeholders landscape
We describe here the stakeholders that took part in the process, highlighting their role, their specific needs (when identifiable) and the specific assets they could bring to the whole process, or they were depositary of.

Public sector
The State of Geneva Cantonal administration, which initiated the process and set the basic questions, and principles to be followed. The Geneva state (canton) had as objective the definition of a digital policy to define the general principles and common guidelines that all public administration offices shall follow while defining their own public digital strategy. The

public sector's interest is to allow a successful and full digital transition for the benefit of the whole population, and not only of specific categories.

Genève Lab led the implementation phase and set the participation rules and methodologies. The Genève Lab is instrumental in organizing and facilitating co- creation by local stakeholders of the State of Geneva's "Digital Public Policy" and "Smart City" programs. The wider Cantonal public sector, which was involved in the phases of the problem setting. The public sector was considered as an information source to create the initial census of ongoing initiatives, as well as an actor that should actively engage in its own digital transition.

Academic sector

The academic sector was involved for its capacity to bring in specialized expertise and insight. The academic sector's contribution was crucial to outline the boundaries of the issues at stake, and of the challenges related to the Canton's digital transition. Also, the academic sector helped the public sector to translate the five identified State functions and roles, into concrete policy propositions to be submitted to the public consultation.

Citizens, including the private sector

Digital transformation is approached by institutions as a crosscutting wave which involves every sector and level of the society; for this reason the capacity to reach out to the most varied actors is considered essential from the beginning. Citizen contributions is sought for their capacity to enrich the administration's vision on digital policy as well as to further enrich the reflections on the policy in its implementation phase.

The value of involving citizens was also the possibility to identify the issues generating more debate amongst citizens or enterprises.

Process structuring and stakeholders engagement

Openness, participation and co-creation are the three words characterizing the definition process of the digital policy, which lasted from May 2017 to June 2018 and comprised different phases, corresponding to the involvement of different stakeholders of the Canton (Figure 3).

The initiative was able to produce a number of new informal relationships, and created a network of meaningful connections that allow the public administration to effectively address the right partners or stakeholders to collaborate with, depending on the specific challenges that might arise.
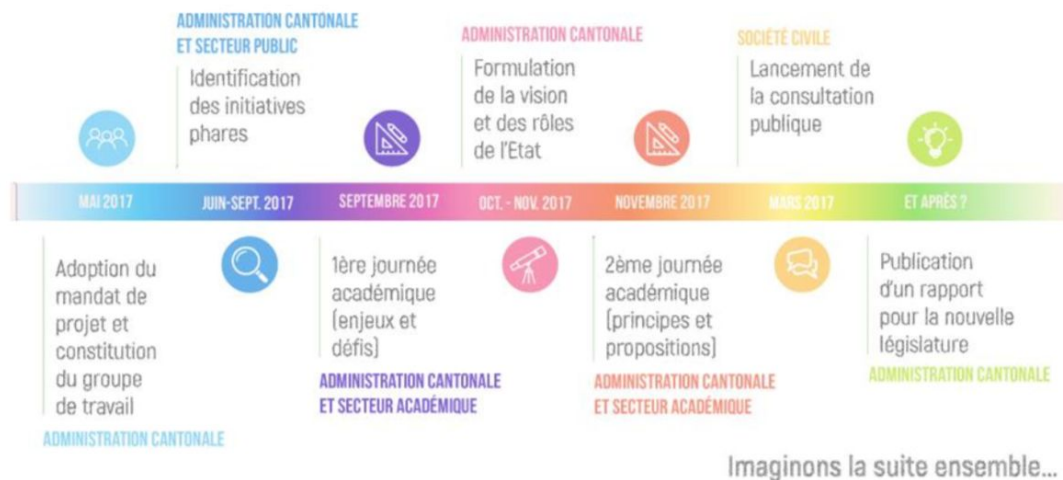
Figure 3 - Process of the digital policy

1. Census and analysis of flagship digital initiatives in the Geneva public sector
Stakeholders involved: Cantonal administration and wider Cantonal public sector.

In summer 2017, a mapping of existing flagship digital initiatives in the Geneva public sector (Canton administrations and institutions) was conducted. It aimed at understanding what actions were ongoing in terms of digital transition, as well as to lay the foundations to improve the process of information and good practice sharing among the public administrations involved.

2. Academic Days

Stakeholders involved: Cantonal administration; academic sector, researchers, in particular from the University of Geneva, and the University of Applied Sciences and Arts Western Switzerland – Geneva. The High Education Institutions of the region have been involved with the aim of bringing high-level expertise.

The members of the Genève Lab organized and facilitated a number of workshops targeting specifically the academic sector.

3. Formulation of the Digital Policy Vision, and of the State's roles

Stakeholders involved: Cantonal administration.

The challenges and issues at stake identified during the first Academic Day were used by the public administration working group on digital policy as a foundation to propose a vision, and to identify five key roles of the State, corresponding to a number of essential functions to succeed the Geneva digital transition. These are the five roles/functions:

• Facilitate

• Educate

• Protect

• Promote

• Regulate

The perspective chosen to outline the vision of the policy was not centered on specific technologies – since technologies evolve rapidly. Instead, the central perspective was based on the missions considered as essential for the State, identifying those basic principles that allow for the challenges that technologies raise to be detected progressively, while capturing also the opportunities.

4. Public consultation
Stakeholders involved: Citizens; Private sector; Cantonal administration.
This initiative, led by the public administration in Switzerland, is considered to be pioneering. In March 2018 (from 28 February to 31 March 2018) a public online consultation was opened to civil society (https://consultation.ge.ch). The public consultation was structured around the five essential State roles/functions previously identified, and twenty initial policy propositions were proposed, created by the Geneva Cantonal administration in the precedent work phases.
Each citizen - in compliance with a specific rule chart – could contribute to the consultation in four different manners:

● Voting for the existing propositions
● Providing arguments (pros or cons) on the existing propositions
● Propose additional findings, facts, values or path orientations
● Provide additional information and reference sources for the community

The consultation allowed users to:

● Enrich proposals, make new proposals emerge, and identify those issues generating more debate amongst citizens or enterprises;
● Communicate digital issues at stake, and the existing administration's lighthouse initiatives.
● Identify actors with whom a continuous collaboration can be envisioned.
● Experiment a new tool and methodology for consultations.

Genève Lab prepared a complete synthesis of the public consultation[16], containing the entire list of the contributors' propositions, as well as reformulating and restructuring the arguments or the counter-propositions, and giving evidence to the sensitive points highlighted by participants.

5. The final report
At the end of the process, on 20th June 2018, the State Council adopted a final report –

called "Une politique numérique pour Genève"[17] – synthesizing the results of the whole process and comprising the vision, the principles and a catalogue of propositions on the digital policy elaborated in conjunction with all actors involved in the whole process.
The report refers to digital transformation as a crosscutting wave which involves every sector and level of the society; for this reason, the capacity to reach out to the most varied actors is considered essential.
A digital policy is supposed to set the basis for deep and structural changes, with impact on the medium-long term. The policy described is intended as evolutionary and non-definitive, and aimed to continuously adapt to the ever more fast-paced technological and societal changes.

The five State roles identified (Facilitate, Educate, Protect, Promote, Regulate) are the basis of the report's five axes, around which the policy objectives are elaborated – three objectives for each axis (Figure 20). Each objective is explained through statements resulting from the public consultation, the academic days, and from the administration internal work.

AXE 1	— Objectif 1	Renforcer et élargir la participation citoyenne grâce au numérique dans le respect du contact humain	
	— Objectif 2	Simplifier les démarches administratives et développer de nouveaux services par le secteur public	
	— Objectif 3	Encourager le développement de nouveaux services par les secteurs privés, académiques et avec la société civile	FACILITER
AXE 2	— Objectif 4	Attribuer à l'école un rôle clé dans la transition numérique	
	— Objectif 5	Développer les compétences numériques et la culture numérique de la population genevoise et des entreprises	
	— Objectif 6	Soutenir les évolutions pédagogiques avec des outils numériques adaptés	FORMER
AXE 3	— Objectif 7	Etablir les conditions pour renforcer la confiance dans les services numériques de l'Etat	
	— Objectif 8	Donner les moyens de lutter contre la cybercriminalité et l'utilisation abusive des données	
	— Objectif 9	Agir activement sur la prévention et la réponse efficace	PROTÉGER
AXE 4	— Objectif 10	Positionner Genève comme un acteur majeur de la gouvernance du numérique	
	— Objectif 11	Améliorer les conditions-cadres pour accompagner la transition numérique des entreprises et de la société à Genève	
	— Objectif 12	Favoriser l'échange humain et la culture numérique	PROMOUVOIR
AXE 5	— Objectif 13	Assurer une prise en compte systématique et dans la durée des enjeux éthiques liés au numérique	
	— Objectif 14	Permettre une évolution des bases légales adaptée au numérique et autorisant l'expérimentation	
	— Objectif 15	Renforcer les compétences et la culture numériques des régulateurs	RÉGULER

Figure 20 - The five axes and their objectives

Characteristics of the process

The whole process did not include a real iteration phase, although the two "Academic Days" could be considered as a mini-iteration process: indeed, the public administration used the information provided by the academic sector in the first Academic Day, re- elaborated them, and submitted the result back to the academic participants to obtain an additional feedback.

In the spectrum that goes from ideation to production of the given solution (that in this case is the digital policy), the stakeholders have been involved with different roles in the ideation and design phase. The leading public administration had the predominant role in the ideation

phase. The Cantonal State of Geneva maintained an important and leading role also concerning the design of the policy, since it laid the 5 functions and principles around which every action would then deploy. Also the academic sector and citizens, including enterprises, were involved in the design phase, even if entering in slightly different moments, and expressing as a consequence slightly different influence capacities.

Concerning the capacity of such a context of being replicable, imitable and adopted in other contexts, in principle this is considered possible, provided that sufficient monetary and human resources, with specific skills, are available. However, it is stressed how the presence of a clear political vision and recognition of the need to design a policy for all, and with long-term implications, is fundamental.

Public attitude towards participation

No incentives were necessary to involve the relevant stakeholders. The relationship and contacts with the academic sector were already consolidated, which guaranteed a quite uniform and unvaried participation rate throughout the process. As concerns citizens "we noticed in many projects that people do care to contribute to the improvement of our public administration". The engagement and participation rate of citizens showed quite traditional features, comprising a usual peak of contributions at the beginning of the process followed by a constant decrease during the following weeks.

Insights on political influence

Regarding the possible influence or potential role of political forces in these types of processes, we remark the importance of political commitment as a force that is capable to trigger success. At least in a territory such as Switzerland – with a limited extension and therefore a relative cultural homogeneity – political support and willingness might be much more important in determining the success of an initiative than, for example, the level of governance (municipal; regional; national) where the experience is conducted. The type of subject proposed for consultation also plays an important role, depending on the impact that the subject has on people's daily lives.

Media and communication

The communication related to the digital policy creation has been managed by the Genève Lab. Communication played an important role during the online public consultation phase, allowing to reach out to more than 110.000 persons. The use of social media has had a significant effect for the purpose of engaging people, as well as to keep the consultation's visibility high during its open phase.

Particular attention is given to giving visibility to the benefits generated from participation, and communicating them to stakeholders. The visibility of benefits of participation to stakeholders is particularly important for the promotion, the expansion and continued involvement of citizens and civil servants with Genève Lab. This dynamic, in turn, initiates a virtuous circle of higher involvement of the population in co-designing public policies, services and solutions. In order to communicate the benefits, besides publishing such information on our website, Genève Lab privileges interaction and communication through

dedicated meetings organized on platforms such as Meetup, where they present key examples of successful projects and discuss them. Several positive articles covering Genève Lab activities in the local media have also been recently published. Furthermore, Genève Lab is also setting up a dedicated Facebook page, as well as Twitter and Instagram accounts.

The effectiveness of Genève Lab's communication and media usage is still being enhanced however it showed the potential to raise attention and attract a significant amount of people.

Insights on culture, behaviors and the organization

The position expressed here are the result of research on Genève Lab institutional documents, as well as an interview with Patrick Genoud from the Genève Lab.

Genève Lab approach to innovation is deeply founded on co-creation processes, under the assumption that the value generated by the innovation process is greater when solutions and services are co-designed with their intended users because they generally better fit their needs and meet their expectations.

The creation of the Genève Lab was supported by the State Government as an instrument and support to realize the government's long-term commitment to sustainable development. Its creation reflects the progressive spreading, across any hierarchical level, of an increased awareness about the need to organize and draw from the co-creation by local stakeholders in order to better address our digital and transformative era and as a way to achieve impactful results. However, such a co- creation mindset is still far to be the norm in Swiss public administration culture.

Different is the case of involved stakeholders, which showed a general trust and openness towards the proposed co-creation process and in general towards the possibility to exchange with the institutions. Switzerland, compared to other OECD States, distinguishes itself for a high level of confidence in its own government(OECD, 2013) and a strong sense of trust for the institutions.

In the context in which the Genève Lab operates, a pre-existent sense of trust of citizens for the institution has been recognized as beneficial especially for the phases of stakeholders' engagement in the new co-creation process. The awareness of this sense of trust influences in turn the institutional approach: that "when working in partnership with private companies on their innovative technologies, we provide them with the legitimacy and trust that comes from working with and for the State, helping them to provide solutions that better fit the needs of their users and guarantee an easier appropriation."

Insights on the co-creation process

In accordance to the Living Lab approach, every activity of the Genève Lab is driven by a customer (or citizen) centric motivation. The approaches, methods and tools used proved to be suitable for the project. Also the process organization, in terms of timeline, level of effort and engagement, proved to be suitable for the needs of the project and the involved actors.

Concerning the workshops with the academic sectors, the design thinking tools used proved to be suitable, delivering in each case results as good as expected. Concerning the co-creation of the digital policy through an online public consultation, it was an experiment where new tools and methodologies for consultations were tested for the first time. In particular, the Genève Lab was the first permanent structure of its kind in Switzerland – whether at the federal, cantonal or municipal level – to support co- creation processes, multidisciplinary approaches and iterative prototyping, and "[they] were very pleasantly surprised by the quality and quantity of the contributions (when compared for example with similar initiatives in France)."

From the start, it was the intention of the Genève Lab to extend these methodologies to inform and shape policy creation in other sectors. The success of this first public consultation on a digital platform helped in creating the needed attention and readiness from other policy contexts to test this type of approach, and over the past two or three years, more and more public institutions in the region have turned to these ways of doing things (such as in the innovation lab of the Hôpital Universitaire de Genève[18], the Hospice Général de Genève[19] or the Services industriel de Genève[20]), relying n particular on design thinking (the approach favored by Genève Lab). In order to test consultations in other public policies, Genève Lab is currently supporting the implementation of a specific platform. The objective of the Lab for 2019 is to spread, grow, impact and share.

The continuity of collaboration with a number of identified actors beyond the co-creation experience is recognized in the final report of the digital policy strategy as one of the added value obtained from the co-creation process. A number of pre-existing relationships, such as that with the academic sector, were strengthened by the workshops. For example, following these workshops, the members of the Genève Lab were invited to contribute to the University's digital strategy.

The willingness to act as a bridge amongst stakeholders is made explicit by the Genève Lab. In its vision, co-creation is a way to empower both civil servants and all stakeholders involved in the projects to enhance their commitment for the success of "their" project, in a virtuous circle. Similarly, the Lab intends to capitalize on the results and feedback of each project, expanding their impact in future projects across the public administration organization.

For what concerns workshops involving the academic sector, the presence of a large and high-quality attendance of experts has proven to be a critical factor for the full and good realization of co-creation processes. For this reason, the planning and engagement phase is crucial, and shall be planned with sufficient advance. In the case of the online consultation on digital policy, the lack of support from traditional media (local newspaper did not support the lab's quest for visibility) represented a disappointing element. On the other hand, for all occasions where citizens or public policy final users are involved, the most important factor is to ensure interaction with a diversity of motivated people.

A number of factors have been identified by Genève Lab as related to the success of co-creation processes in policy making:

1. Genève Lab is clearly positioned as being "at the service" of the various offices of its administration. "We are not the hero of innovation". On the contrary, they aim to empower project leaders in particular and the administration's staff in general. This posture has given them a lot of credibility.
2. They are continuously working on the Genève Lab brand. This brand gives legitimacy to innovation initiatives in their administration. It also gives confidence to project leaders (even if they do not work directly with them).
3. They are fortunate to be able to rely on a rich and active local ecosystem. This greatly helps them in their activities and helps them to legitimize their existence. A strong support at the highest level is also needed in this context to ensure the legitimacy of the approach.
4. In terms of work culture, they cultivate a posture of humility, curiosity, benevolence, openness, collaboration and mutual support, considering these values as important success factors.

[1] https://www.eda.admin.ch/missions/mission-onu-geneve/en/home/geneve-international/faits-et- chiffres.html

[2] https://www.eda.admin.ch/dam/mission-onu-omc-aele-geneve/en/documents/Platforms-119-EN.pdf

[3] http://www.ot-lab.ch/

[4] http://www.thinkservices.info/

[5] https://iss.unige.ch/

[6] http://www.thinkdata.ch/

[7] https://ssrn.com/abstract=1860805

[8] https://www.hes-so.ch/

[9] https://www.epfl.ch/en/home/

[10] https://www.acg.ch/

[11] http://www.ville-geneve.ch/

[12] http://www.realise.ch/

[13] https://edu.ge.ch/site/espaceentreprise/

[14] "Une politique numérique ne vit que de par les suites qui lui sont données. Cette politique numérique appelle à l'action, à tous les niveaux de l'Etat et avec les acteurs du territoire. Elle doit être déclinée dans l'en- semble des politiques publiques de l'Etat, au service des citoyens."
[15] "the digital is not a public policy on its own; it deals with a transversal subject, an underlying wave with an impact on all public policies"

[16] https://www.ge.ch/document/consultation-publique-synthese-contributions/telecharger
[17] "Une politique numérique pour Genève" www.ge.ch/dossier/geneve-numerique/consultez-rapport-politique-numerique-geneve

[18]https://www.hug-ge.ch/centre-innovation/presentation [19] https://hospicegeneral.ch/fr

[20] https://ww2.sig-ge.ch