



Shared Prosperity Dignified Life



MENA - OECD
Governance Programme

Open Government Case Study - Sample Case Submission Form

[Open Data, Participation, Collaboration, Citizen Engagement, and Public Sector Innovation]

Important Information

The Economic and Social Commission for Western Asia (ESCWA) and the Organisation for Economic Co-operation and Development (OECD) are conducting a joint study on the economic and social impact of open government for the Arab region. The study will reflect on literature review and previous studies and reports made by OECD and ESCWA and other organizations, and it will consider case studies and best practices from Arab and OECD countries. As such, and for the preparation of the study, this Sample Case Submission Form is intended to help the collection efforts for inspiring case studies and best practices from government entities and agencies in the Arab region. It should be noted that selected cases may be published within the ESCWA portal for the open government, which is under design and implementation, as well as the [OECD Open Government case platform](#)¹. Furthermore, the relevant experiences will be featured in the planned Joint OECD-ESCWA meeting of the MENA Working Group on Open and Innovative Government this year, in coordination and collaboration with authorities concerned by these experiences.

The attached form serves as a submission form for open government activities that have been or are currently being developed and implemented at any level of government, and specifically those authorities that are working on open government development in the country, including local levels. The Case Study might cover one of the following topics: Open Government, Open Data, Stakeholder Participation, Collaboration, Citizen Engagement, Transparency, Accountability or Innovation in the Public Sector.

In the context of the attached form, an “activity” refers to any processes and actions taken to work towards the achievement of open government at national, area or local levels. An activity can consist of one or more actions. Participants can submit as many activities they wish, and it is preferable to choose activities with an economic or social impact. ESCWA will make the analysis of the contributions and may contact participants with follow-up questions.

To share a case, please complete the MS Word form, either in English or in Arabic, as many times as you wish. We must receive all submissions no later than [15/05/2020]. Should you have any questions, do not hesitate to send an email to Ms. Nibal Idlebi, chief of Innovation at ESCWA (email: idlebi@un.org, & escwa-tdd@un.org) and to the OECD Open Government Unit (Opengov@oecd.org).

¹ https://oecd-opsi.org/case_type/open-government/

1. Organisation Details

1.1. Organisation Name

Department of Digital Ajman

1.2. Organisation Type

[Government, NGO, International, Academia, Private Sector]

Government

1.3. Country

UAE

1.4. Primary Sector

[Economic affairs, Education, Public administration, Health, Transport, etc.]

Digital

2. Activity Case Study

Now, we are going to ask you several questions about your activity. We are very excited to find out what you did, how you did it and who benefited from it. The more comprehensive your answers are, the easier it will be for the reviewers and readers to appreciate the aims and achievements of your activity.

2.1. Title

[a title for your activity]

Ajman Open Data

2.2. Website

[the website about your activity, if existed]

<https://www.ajman.ae/en/ajman-data>

2.3. Year Your Activity was Put Into Practice

2019

2.4. Which of the following best describes your activity?

[Please mark the main category]

Open Data

Participation

Collaboration

Citizen Engagement

Transparency

Accountability

Public Sector Innovation

2.5. Summary (Short and Simple Explanation)

The summary should describe your activity and be short and simple (few sentences), and it should use clear language, compel the reader to continue reading, use simple, not sector-specific terminology (no idioms, slang, or domain-specific "buzz" words). The summary should answer the following questions:

- What the activity is?
- Why it was developed or the problem/opportunity being addressed?
- And who it benefitted? All people from developers, researchers, decision makers, business owners,

Data is believed to be the new oil of the 21st century, driving innovation and new economic opportunities to cities all over the world. And because of Ajman Government strong believe in that, we decided to build Ajman Open Data Portal.

Ajman Open Data Portal is the official Data Portal of the Government of Ajman, displaying free data sets in different formats published from 9 different entities in the emirate, covering 8 main topics/subjects (Business and Industry, Economic and Finance, Environment, Health Well-being and Care, Housing, Leisure and Culture, Public Order Justice and Rights, Transport and Infrastructure).

Ajman Data Portal published datasets can be used and reused by everyone to benefit from such as application developers, start-ups, researchers, decision makers, business owners and developers, etc..

2.6. Case Study Overview

The Overview is an overview of the activity and outcomes. You will have the opportunity to elaborate on some of the details. Please tell us:

- What problem the activity solves or what opportunity was taken advantage of
- What the activity is
- Objectives
- Beneficiaries

How is it envisioned for the future? For example, how will it be institutionalised in its current context? How will it scale even bigger?

The story started back in 2018 when the Telecommunications Communications Regulatory Authority (TRA) conducted the Digital Government Maturity Assessment with an aim to prepare and guide the UAE in becoming a world class digital government and achieve higher scores in the upcoming UN e-government Maturity Assessment.

The 7 Emirates were assessed against the UAE Digital Government Maturity Framework that was developed based on the below digital governments maturity models:

- Gartner's Digital Government Maturity Model
- McKinsey's Digital by Default
- UN METER 2
- CTG's Capability Framework and other models
- A set of literature reviews synthesizing 26 maturity models developed in the last 20 years.

UAE Digital Government Maturity Model constituted of 6 different dimensions (Leadership, Strategy, Governance, Emerging Technology, Technology & Legal).

Data was a common sub-dimension in 4 out of the 6 dimensions mentioned above.

The results of the assessment of the Emirate of Ajman showed that the Emirate was with an average Maturity in Data Openness and sharing. And that the Emirate needs to put more efforts towards becoming an open government and set a clear roadmap and strategy to achieve that.

This was considered the spike that made the Government of Ajman start taking serious actions in this field. It encouraged Ajman Digital to gain the opportunity to push all local government entities towards data openness and transparency with the community and showing the benefits that could be gained from the innovative ideas that will ignite when collaborating with the community from different backgrounds.

*Ajman Digital started putting together its strategy with the following **objectives** to be attained:*

- Publish high value datasets to the public
- Share high value datasets within the different government entities
- Promote data related skills and data openness culture across the government sector
- Inspire and engage the public to create innovative solutions and services
- Ensure the availability of good governance structures and data frameworks

*Our vision is to build a strong and reliable data portal that includes growing numbers of government open datasets while trying to engage private sector as well to publish open data sets. Create success stories from sharing open data with the community and driving innovative economic opportunities to the Emirate. We were inspired by the success stories of **Transport of London** where the government provided open data to the community and decided to invest 0 GBP- £ on mobile applications and e-solutions for the community.*

Based on a study conducted by Deloitte, more than 600 products and services were developed and run by the community developers for Transport of London, with an estimate of Gross Value Add between £12m and £15m. The study also showed The provision of free, accurate and real-time open data by Transport for London is helping London's economy by up to £130m (\$172 million) a year.

2.7. What Makes Your Activity Different, Unique, or Innovative?

We depended on three main elements to achieve open data project in Ajman

- 1. Leadership Support (top - bottom approach)*
- 2. Selected 25 employees from 9 different entities as Data Ambassadors to be the change agents in their organization and lead and deploy the open data project in their entities (bottom to top approach)*
- 3. Clever investment (we decided not to invest in buying/building a data platform along with huge infrastructure to present our open data initiative and grow as we go. Accordingly, A dedicated section in the official emirate portal; Ajman.ae was built internally and in 2020 we did an internal complete face lift to the portal based on the feedback received and the best practices that were observed from other mature open data portals worldwide)*
- 4. Simple approach yet heavy impact in return as in one year we are proud to say we have +400 open datasets in 5 different formats under 8 categories from 9 government entities.*

3. Development

3.1. Collaborations & Partnerships

Were there partners involved? Describe what each brought to the table and why it was important to the case. These may include: Citizens, Government officials, Civil society organisations, and Companies.

The partners involved in this initiative were as following:

- 1. Government and Semi- government entities whom are the main stakeholders of the project as they are considered the main data custodians whom provided us with the open datasets. All Nine local entities in the Emirate of Ajman (Ajman Municipality, Ajman Transport Authority, Ajman Tourism Department, Ajman Police, Ajman Land and Real-Estate Department, Ajman Free Zone, Ajman Chamber, Ajman Economic Department and Ajman Ports & Customs) were involved.*
- 2. University students were engaged through Hackathons and other individual initiatives to come up with different mobile applications, solutions, and researches using the available open datasets.*
- 3. Collaborated with Ajman University and other companies in providing trainings on open data to spread open data culture among Data Ambassadors and Ajman Government Leaders and employees*

3.2. Users, Stakeholders & Beneficiaries

Who are the users, beneficiaries, and stakeholders targeted? How each group are affected. These may also include: Citizens, Government officials, Civil society organisations, and Companies.

*Creative people to come up with ideas / provide solutions for the Emirate
University Students either for their research or projects
Researchers to conduct researches on current challenges/opportunities in the Emirate
Decision Makers to be better able to make decisions based on real/live data not assumptions
Investors & SMEs to be able to make better investment decisions in the Emirate
Developers to bring new innovative solutions/applications to the community*

4. Reflections

4.1. Results, Outcomes & Impact

- What results and impacts have been observed from the activity so far?
- How have the results and impacts been measured (e.g., methodologies used)?
- What results and impacts do you expect in the future?
- To the extent possible, please indicate the tangible or numeric results.

The spread of the open data culture. We currently possess 400+ open datasets that are published in several formats to meet different user needs, APIs are also available to provide live data to users. We also encouraged entities to create a section on their official websites and publish their own open data sets as well for their visitors with an aim to increase visibility on the Emirate open data endeavours.

One of the interesting success stories was the collaboration of the Ajman Economic Development Department with Ajman University to develop Ajman Business Map. Which is a platform that displays businesses distribution conducted in the emirate depending on the economic activities and geographic location. It also serves as informative portal for decision-makers in government entities, business community, investors, SMEs and other stakeholders.

The platform provides access to real-time business movement which is automatically linked to the licensing database of the Economic Department of Ajman, to recognize the market performance in respect of a specific business activities, which reflects the evolution and reality of local business. Link <https://www.qjmanded.ae/imap/en/>

Ajman Live Meter is one of the latest initiative that Department of Digital Ajman has launched in early 2020, by using open datasets provided by the entities in Ajman and display live data for the public to monitor daily/monthly/yearly updates that accrue on some of the important topics in the Emirate. Link <https://www.ajman.ae/en/live-data>

We want the public to unleash their creativity by using the open datasets and provide the community with applications, researches, bring in more investors and visitors to the Emirate and see income gain and many more.

4.2. Challenges

- What challenges have been encountered?
- What failures have been encountered along the way (e.g., structural failures or significant setbacks)?
- And how, if at all, have those challenges and/or failures been responded to?

Delayed approvals on the data policy on the federal level made local governments reluctant to share and open data due to pending decision on the governance body who will run and maintain this policy.

In Ajman Government, we also drafted a data policy, which went to endless dilemma of the same challenges mentioned above, however, to tackle this issue, we decided to train our Data Ambassadors in the Emirates and equip them with the right tools and knowledge so they can be the change agents that will drive the culture of data openness in their entities.

In our region, there is a general fear of sharing data as many still consider that "knowledge is power" and sharing data with others reduce this power. The resistance to change is a main challenge on its own. And for that, one of our main objectives was to spread the open data culture to the top executives and government staff in the Emirate and get their buy in. we also maintained effective communication, built internal capabilities and equip Data Ambassadors with the right knowledge and tools to lead the culture change in their organizations.

On the other hand, looking at data classifications (closed, shared and open) and doing data inventory for all data in Ajman Government would take very long as we saw in most of the data best practices initiatives we observed and studied. For that, we decided to slice the elephant and focus on open data that can be shared with the community and could be freely available for everyone to use. (For example, when you have a dataset that contains (Name, ID, Height,

Eye colour, Weight) the data can be open by removing the name and ID).

4.3. Conditions for Success

What conditions do you think are necessary for the success of your activity? Conditions for success may include:

- Supporting infrastructure and services
- Policy and rules
- Leadership and guidance
- Human and financial resources
- Personal values and motivation

1. *Spreading culture awareness is a must*
2. *Adopting a top-down and bottom up approach to drive data openness is necessary*
3. *Leadership engagement is very important*
4. *Maintaining impactful and effective communications with all related stakeholders*
5. *Learning from other countries and observing their experience; learning from their success and avoiding their pitfalls.*
6. *Creating a task force that will drive the lead and award them for their efforts (data ambassadors were introduced to His Highness Shk Ammar Bin Humaid Al Nuaimi, Crown Prince of Ajman and recognized for their efforts).*
7. *Building internal capabilities and equipping them with the right tools and knowledge to lead the change in their organizations*
8. *Create success stories and promote it*
9. *Motivate entities towards data openness*
10. *Engage university students*
11. *Conduct Data Campaigns/initiatives (i.e. Hackathons) to promote the culture in the community*

4.4. Replication

Has the activity been replicated to address similar problems? If so, how? In your opinion, what is the potential for it to be further replicated in the future? You may wish to discuss how the activity has already been used by others, as well as how you believe it could be used by others in the future. These others may be in: Other organisations, within your organisation, larger or smaller agencies, organisations or governments.

Yes, the activities that were engaged in our open data initiative were replicated to address the challenge of developing Ajman Live Meter and in developing the services performance system of Ajman; the system that holds the data of 430 government services of the Emirate and owned and managed by Ajman Digital Department.

Being a member in the UAE Data Committee lead by the Ministry of Artificial Intelligence and headed by the Federal Competitiveness and Statistics Authority, we have proudly presented our case study and several participating entities have positively commented on our experience and informed us that they will be applying the same in their organizations to help solve the challenges that were similarly faced.

4.5. Lessons Learned

What lessons from your experience would you like to share with others like you? Where there any pitfalls to avoid?

- *Top to bottom and button top approach is a must to foster the culture of data openness in governments.*
- *Leadership engagement is a must*
- *Communication is very important to ensure stakeholders' buy in and engagement of the right people*
- *Create success stories and promote it to spread the culture awareness of data sharing*
- *Meet with Universities and collaborate in several initiatives (Hackathons, Applications development by university students, researches)*
- *Grow as you go. Don't aim to start BIG at the beginning it won't work!*
- *Maintain impactful & effective communication to increase the number of datasets.*
- *Create motivation and incentives to build the culture of open data then it will take on its own initiative and become part of the normal everyday life once the culture of open data is mature*

4.6. Anything Else

Is there any other information you would like to share about the activity?

[response of no more than 300 words]

5. Materials

5.1. Materials

Do you have online materials you would like to include with your submission? Please use the fields below to insert your links.

Link for images	https://wam.ae/ar/details/1395302821483 https://www.instagram.com/s/aGlnaGxpZ2h0OjE3ODQ0NDY0NTU3NDgzMTQy?igshid=1gw1ehaknjidw&story_media_id=2301851509293613302 More materials on social media is available on the official Instagram page of Ajman Digital
Link for supporting files	https://www.ajman.ae/ar/ajman-data https://ajman.ae/ar/live-data
Project-Related Video URL 1	
Project-Related Video URL 2	<i>[https://...]</i>
Other related URL	https://www.ajmanded.ae/imap/en/
5.2. Could you give us the permission to republish the data and information, or part of them, included in this form?	<input checked="" type="checkbox"/> Yes , <input type="checkbox"/> No

5.3. Please provide the correct reference for re-publishing purposes.

[response]