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AGILE GOVERNANCE IN MEDELLIN

a commitment to articulation, empowerment and autonomy.

Agile governance is a term that originated in the software industry in the early years of the current century. It promotes agile frameworks that enable experimentation while the solution is being executed, interacting continuously with end-users of the program. The purpose is for the organization to respond swiftly and appropriately to changes in the environment and the market, creating a more flexible and continuously feedback-driven process (López, 2021).

This approach quickly expanded to areas such as public management, especially in the aftermath of the COVID 19 pandemic, where the role of the State was crucial for the reactivation of the economy, as it became evident that in some cases there was less capacity to implement public policies and services and the efficient delivery of social protection programs. Also, given that most of the younger generations are **"digital natives"**, they expect governments to be more efficient and agile, incorporating technology in their management and responding to the new dynamics of doing things (López, 2021) and to the social demands that are forming from various parts of the world, such as the care of the environment and the protection of human rights; issues that characterize agile governance.

This concept is based on a forward-looking vision that seeks to anticipate problems through coordination among both public and private institutions, with the ultimate goal of achieving more effective management (World Economic Forum, 2022) that changes and improves how policies are formulated, deliberated, enacted, and implemented in the Fourth Industrial Revolution (World Economic Forum, 2019).

With this type of governance, the aim is to align and create bridges between projects and processes carried out by organizations and territories in order to promote synergies, empowerment, and autonomy. This is why it is related to the process of digital governance, which enhances the application of technology in the public sector, as well as adaptive governance, which involves flexible and learning-based collaborations, fostering better decision-making (Schult et al., 2019).

At a global scale, Agile Governance has gained strength thanks to the availability of public and open data generated in the last two decades and the evolution of technology that facilitates interaction between governments, the private sector, academia, and citizens. This has led governments to develop more transparent, effective, participatory, and inclusive political practices, while enabling other actors to strengthen their influence and participation in public management.

Below there are examples of some applications in the framework of agile governance of different international, national and local governments.

Dubai

For several years, a strategy to be a digital city has been carried out through Digital Dubai, which brings together four city entities: Dubai Electronic Security Center, Dubai Statistics Center, Dubai Data Establishment, Smart Dubai Government Establishment, which focus on four main tasks: 1) accelerate digital transformation, 2) promote the increased contribution of the digital economy, 3) build and develop digital skills in national talent, and 4) maintain digital wealth while accelerating cybersecurity efforts.

Helsinki and Tallin

The Finest Smart Mobility (FESM) project sought to provide smoother integration in the different modes of intercity and cross-border transport between the cities of Helsinki (Finland) and Tallinn (Estonia) by piloting ICT-based solutions that came from various local proposals in a public and open call, whose objective was to find alternatives to reduce journey times for both passengers and cargo.

Taiwan

Creation of the Join platform where users can make an electronic petition, and once it has 5,000 signatures, the corresponding ministries must issue a response, as well as allowing citizens to exercise surveillance functions on the amounts and projects of public resources.

Argentina

The digitization process of the federal public sector allowed us to go from paper-based public management to a completely digitized one, having all the operational procedures digitized. In 2018 they designed the simplified registry of joint stock companies (SAS) using agile methodologies.
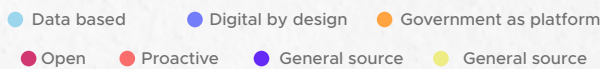
South Korea

A digital government platform was created that is in its initial stage of implementation, it aims to be a resource that provides integrated, personalized and preventive services through collaboration and data exchange between ministries. It will also function as a space for public-private cooperation.

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Agile governance implies the use of information technologies, which have played an important and prominent role in the Colombian government, so much so that in the OECD Digital Government Index in 2019, Colombia ranked third, after South Korea and United Kingdom.

South Korea	0,7	0,7	0,5	0,9	0,9	0,8	0,7
U.K	0,7	0,8	0,5	0,9	0,9	0,7	0,7
Colombia	0,7	0,8	0,8	0,7	0,8	0,8	0,6
Denmark	0,7	0,8	0,4	0,7	0,6	0,7	0,7
Japan	0,6	0,7	0,6	0,6	0,7	0,8	0,6
Canada	0,6	0,7	0,5	0,6	0,8	0,6	0,6
Spain	0,6	0,6	0,6	0,6	0,7	0,7	0,6
Israel	0,6	0,5	0,6	0,7	0,8	0,6	0,5
Portugal	0,6	0,7	0,6	0,6	0,5	0,7	0,6
France	0,6	0,4	0,5	0,6	0,9	0,6	0,5

● Data based ● Digital by design ● Government as platform
● Open ● Proactive ● General source ● General source
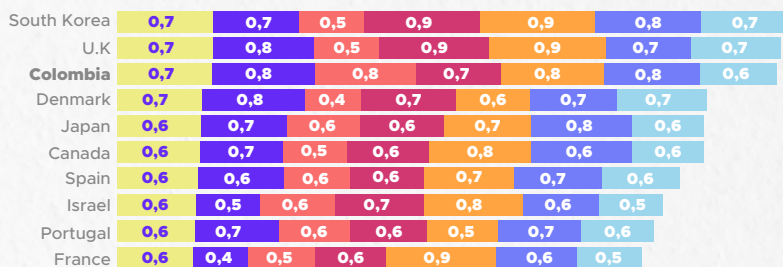
Source: OECD, 2019

Categories	
Digital by design	It helps rethink and redesign public processes, simplify procedures and new communication channels.
Data based	Data as a strategic asset and establish governance, access, sharing and reuse mechanisms to improve decision making.
Government as platform	Implement platforms and services to help teams focus on user needs.
Open	When it makes data and policy-making processes publicly available.
User driven	Gives a central role to the needs and convenience of people.
Proactive	Anticipates people's needs and responds quickly to them.

Our city has been working for some years to think and devise how to lead Medellín to configure itself as an intelligent territory, being aware of the great changes that are taking place in the world due to the rapid advancement of technology and the importance of consolidating its innovation bets. For this reason, our city has joined efforts to follow a roadmap anchored to the Sustainable Development Goals (SDG) and framed at this time from the postulates of Medellín Futuro, in which the use of technology in different scenarios is potentiated, contributing to the solution of problems, as well as the generation of well-being for its current citizens and future

generations. One of the programs that demonstrate this approach is the **MEData** platform, which is a strategy for articulating information from the different units of the District's administration that is open to the public, under the premise that "information belongs to everyone and is for everyone", and where you can find data, maps and boards on topics of interest that companies, entrepreneurs and citizens in general can be involved in to generate projects and innovation processes for the city.

On one hand, **Sapiencia**, as a fundamental part of the entities that expand this model of economic and social development, is committed to broad access to public information, the democratization of knowledge and the appropriation of the innovation model by all citizens. With the development of its missionary functions, the Agency strengthens the human talent of the city, enabling a better, broad and sustainable access and permanence in post-secondary education; it is commited to agile governance with the **generation of studies and reports** on post-secondary education that allow reflections on the realities and opportunities of the educational ecosystem, these products are presented through communication resources such as **infographics, boards and notes for social networks** that provide useful, situated and pertinent data to the educational ecosystem and the general public; as well as leading programs that allow the acquisition of knowledge that focuses in the 4.0 industry, so that citizens obtain better job opportunities or can create outstanding ventures in the sector that allow them to improve their quality of life.

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