Mariana Lavín Barrientos

Algorithmic Governance in Local Governments
Case Study on the City of Amsterdam: Context, Enablers and Barriers for Implementing Algorithmic Transparency.

Master Thesis

at the Chair for Information Systems and Information Management
(Universität Münster)

Supervisor: Prof. dr. ir. Joep Crompvoets

Presented by: Mariana Lavín Barrientos
mariana.lavinbarrientos@student.kuleuven.be

Date
of Submission: July 05, 2024

Acknowledgements

Completing this master's thesis has been a challenging yet incredibly rewarding journey, and it would not have been possible without the support and contributions of some.

First and foremost, I would like to extend my deepest gratitude to my supervisor, dr. ir. Joep Crompvoets. I deeply appreciate your guidance and support to improve my work. I am also grateful to the Academic Steering Committee for their understanding and consideration in supporting my request. Your flexibility provided the necessary foundation for me to complete this thesis.

To my friends from the master's program, your encouragement from day one has been a tremendous support, and I am so grateful to have had the opportunity to meet you all. I have gained a lot of friends, a couple of German partners in crime and a Chinese brother. Could not be more thankful for that. My heartfelt thanks go to my family, and my friends in Chile, Germany, who, despite the distance, have always been supportive. A final thanks to Charli, whose music was an amazing support. I am officially ready for a BRAT summer.

To all of you, I extend my deepest appreciation. This thesis stands as a testament to your support and encouragement.

Content

Figures

Tables

Abbreviations

ADMs	Algorithmic Decision-Making systems
AI	Artificial Intelligence
AI Act	European Union Artificial Intelligence Act
CCDR	Cities Coalition for Digital Rights
CTO	Chief Technology Office/r
DPO	Data Protection Officer
GDPR	General Data Protection Regulation of the European Union
EDRi	European Digital Rights Initiative
eGEF	eGovernment Enactment Framework
FRAIA	Fundamental Rights and Algorithm Impact Assessment
ICTs	Information and Communications Technologies
ITG	IT Governance
NPM	New Public Management
PDD	Process Deliverable Diagram
PPP	Public-Private Partnership
SyRI	System Risk Indication
TEF	Technology Enactment Framework

1 Introduction

Digitalising government processes and services poses many promises but also threats to citizens' fundamental rights (UN, 2021; de Mello & Ter-Minassian, 2020). Algorithms are used in public administration for service provision as a base for decision-making support systems (Veale & Brass, 2019; Baykurt, 2022). With the increasing use of automation in public services and governmental institutions, also risks and misuses are increasingly detected (Leslie et al., 2021). The opaqueness of algorithms and the dangers of discrimination or bias displayed in the algorithmic-based decision-making systems can negatively affect the provision of public services to citizens (Koene et al., 2019; Saurwein et al., 2015), as already seen in policy scandals in the Netherlands like the Childcare benefits or the SyRI scandals (Cath & Jansen, 2021; Giest & S. Grimmelikhuijsen, 2020; Schuitemaker et al., 2024). Transparency becomes necessary in this context, as it allows accountability and oversight of public services but also comes with challenges for its implementation (Coglianese & Lehr, 2019).

By connecting directly with citizens through the provision of local services and the need to respond quickly to changing environments and technological development, local governments become a space for experimentation on policies and services (Mukhtar-Landgren et al., 2019; CCDR, 2019). The Cities Coalition for Digital Rights (CCDR) has become a big advocate for introducing a Human Rights Policy Agenda, which includes an area of: *Transparency, accountability, and non-discrimination of data, content, and algorithms* (UN-Habitat, 2022; CCDR, 2019). This principle is the least addressed by the cities of the CCDR, and there is diversity in the strategies applied for rights protection across CCDR cities to address it (Calzada et al., 2021). Therefore, there is an excellent opportunity to explore and research the existing strategies in this algorithmic transparency among the CCDR cities, as these are more driven and advanced in protecting digital rights worldwide. The fact that algorithmic transparency is the least addressed principle could hinder specific limitations for cities in developing algorithmic transparency strategies, band also studying a more developed case as it is Amsterdam, could show relevant enablers that allowed this advance.

Municipalities face different barriers and enablers when implementing policies for their digitalisation (Manoharan & Ingrams, 2018). Much relevant literature exists on recommendations and legal considerations when designing algorithmic transparency and on considerations for implementation at the central and regional levels (Giest & Grimmelikhuijsen, 2020). However, there is a growing need to explore innovations in terms of governance of algorithmic systems at the local level, given that urbanisation has become a global trend (Brand, 2023), and research in local eGovernment challenges and

successful projects is vital to prevent technological failures and promote best practices (Manoharan & Ingrams, 2018). Understanding the implementation, context, and managerial challenges of algorithmic governance policies is crucial to addressing the risks posed by algorithms in the public sector (Celanese & Lehr, 2019; Kossow et al., 2022; Giest & Grimmelikhuijsen, 2020; Sun & Li, 2024; Schor et al., 2024).

The City of Amsterdam stands out as one of the former CCDR coordinating and one of the most advanced cities in the advance of Transparency and Accountability of Algorithms (Global Observatory of Urban Artificial Intelligence (n/d); Brand, 2023), primarily because of the development of its Algorithmic Register (Haataja et al., 2020). Amsterdam is the first city in the world (together with Helsinki) to implement an Algorithmic Register (Ada Lovelace Institute, 2021) as a mechanism for algorithmic transparency, becoming a relevant case to study and to detect not only good practices but also to identify which concrete elements of its governance have supported its highlighted progress (Cath & Jansen, 2021). An in-depth case analysis will help understand the complexities of implementing algorithmic transparency at the local level in one specific in-context case in its natural environment (Benbasat et al., 1987; Hafseld et al., 2021). The context of the case, will later help identify the main enablers and barriers that were present in the case of Amsterdam to implement their algorithmic transparency strategy. This research will seek to answer the following research questions:

- **RQ1:** How was the implementation of the Algorithmic Transparency Strategy, in terms of the policy agenda, organisational structure and bureaucratic networks, and ICT tools, in the City of Amsterdam? – *To develop in the parts 1, 2, 3 of the results and discussion section.*

- **RQ2:** What elements are enablers or barriers to implementing the Algorithmic Transparency strategy in the City of Amsterdam? – *To develop in the sections 4 and 5 of the results and discussion section.*

The eGovernment Enactment Framework (eGEF) (Cordella & Iannacci (2010), based on the Technology Enactment Framework (TEF) (Fountain, 2001), describes the critical domains of public sector digital governance strategies: (1) eGovernment Policy, (2) Organisational Structures and Bureaucratic Networks and (3) Information and communications technologies (ICTs), being these determinants for the enactment or implementation of technology and so, fundamental areas to develop the case of algorithmic transparency strategy implementation in the case. To translate to the case study of Amsterdam, this research will describe specifically the context and the implementation of algorithmic transparency in the domains of (1) the eGovernment Policy as the local algorithmic transparency strategy introduction; (2) the City's

organisational structures and bureaucratic networks surrounding algorithmic transparency implementation; and (3) the central technology mechanism to ensure the policy aims of algorithmic transparency: The Algorithmic Register; This first assessment then helps to answer the second RQ looking at enablers and barriers for algorithmic transparency in Amsterdam. The eGEF gives a theoretical basis for explaining the complexity of the interrelations between the elements of city governance that must be considered in the case (Luna-Reyes et al., 2005).

The methodology design consists of qualitative, deductive, and interpretative case-study research. Interviews with former and current city officials, software provider, experts on local digitalization, digital rights and protection and other experts around the field of algorithmic transparency will be the primary data collection technique, complementing with desk research on available strategy documents on algorithmic transparency in the city of Amsterdam. The theme analysis, guided by the eGEF, will define areas of the strategy implementation that are relevant in the case of Amsterdam, summarising the enablers and barriers for algorithmic transparency implementation found in the previous sections.

The academic value of the research lies in the lack of specific studies on the implementation of algorithm transparency in local governments and the need to understand the context when applying these strategies and tools, like the Algorithmic Register (Baykurt, 2022; Giest & Grimmelikhuijsen, 2020; Sun & Li, 2024; Schor et al., 2024; van Vliet et al., 2024; Cath & Jansen, 2021). The societal value of this research is that it can give insight into a specific case of algorithmic transparency implementation from an institutional and organisational perspective, detecting elements of the context in place that influenced this implementation, as a benchmarking or best-practice referent (Francis & Holloway, 2007). The research presents one unavoidable limitation, as one case study on its implications and conclusions cannot be assumed to be conclusive to different cases (Simon & Goes, 2013), in this research, on other cities. Despite the last, the overall objective of this research is not for the insights of the case of Amsterdam to be generalised and assumed to apply to other cities but rather to give specific insight into the case of Amsterdam to obtain in-depth knowledge of the policy, governance and technology implementation that was essential to detect enablers and barriers for algorithmic transparency implementation. This approach can help other cities with similar aims of making city algorithms transparent by learning from the case of Amsterdam with the proper context to have a broad and in-depth understanding of its success and, therefore, avoiding a one-size-fits-all logic assuming the same design for algorithmic transparency in other cases will have the same effects. Therefore, the insights of the case

context can be used in future research to contrast with other cities' contexts or applied strategies.

This research will follow the following structure: (1) a literature review will be developed on the main concepts around algorithmic governance and transparency to establish a conceptual base for the research. The following section will describe the (2) Scope of the research, including the problematisation, research questions and objectives. Later, the (3) Theoretical framework will be described, followed by its operationalisation for this research in the (4) Methodology Design section. The (5) Results and Discussion section will follow, describing and discussing the results of the interviews and desk research. Finally, the (6) Conclusion section will summarise the central insights of the research and respond to the research questions to finalize describing limitations and future research to develop further.

2 Literature Review

The Literature review to develop in this section seeks to be a theoretical and conceptual foundation for the following research, connecting it with the existing body of academic literature and contextualising the scope and topic of the research.

2.1 Protection of Human Rights in the Digital Era

Technology has proven to have positive and negative effects on human rights. The Human Rights Council Advisory Committee of the United Nations, in its Report *"Possible Impacts, Opportunities and Challenges of New and Emerging Digital Technologies about the Promotion and Protection of Human Rights"* (2021), declares the double contrasting effects of technology. On the one hand, the report develops a list of challenges, such as potential human rights violations arising from using and developing new technologies. Some examples of the challenges are related to privacy, security, quality and integrity of data, radicalisation, segregation, inequality, or surveillance. Although in contrast to the risks, the document also recognises the capacity of new technologies to protect human rights and fundamental freedoms.

Some examples of human rights that might be violated by the extensive use of the internet in the public sphere, as numbered by Calzada (2019), are the right to be forgotten on the Internet, the right to be unplugged or forgotten, the right to a person's digital legacy or the right to the transparent and the responsible usage of algorithms, among others. The concerns about the violation of human rights in the digital context have translated to active processes of protecting these citizens' rights, most visibly in tackling privacy and security problems (UN, 2018). This tendency has permeated into extending other digital rights linked to the spread use of digital technologies, developing research and projects in data governance, algorithms and Artificial Intelligence (AI) (Katzenbach & Ulbricht, 2019).

2.2 Cities in the protection of digital rights

The rise of the concept of the *Smart City* and the increase in the use of *Smart* technologies in the urban sphere has brought many considerations regarding the potentially harmful effects of the use of new technologies by local governments on people's lives (Kitchin, 2017; Yigitcanlar et al., 2021). The intersection between the concerns over the protection of digital rights and the impact of new technologies in the urban context opens the question of how local governments can protect these digital rights and what specific considerations are critical when developing these agendas (Brand, 2023). Following this need, the UN has compromised to support local governments in their digitalisation

strategies through the UN-Habitat's People-Centered Smart Cities Flagship Programme (UN-Habitat, 2022). Parallel to the efforts of the UN, The Cities Coalition of Digital Rights or CCDR, was created as a city-led initiative to work collaboratively on protecting human rights on the Internet. The CCDR is a network of 50 cities with the mission of: "Promoting and defending digital rights in the urban context through city action, to resolve common digital challenges and work towards legal, ethical and operational frameworks to advance human rights in digital environments" (CCDR, n/d, "About us" section).

The CCDR defines five main areas of work related to digital rights protection in its principle declaration document (CCDR, 2019). The working areas are (1) Universal and equal access to the internet and digital literacy, (2) Privacy, data protection and security, (3) Transparency, accountability and non-discrimination of data, (4) Participatory democracy, diversity and inclusion and (5) Open and ethical digital services and standards. The CCDR also established a Model for Improved Digital Governance (UN-Habitat, 2022). The model has a digital governance approach to support the protection of digital rights, and it is constructed over three pillars: (1) Foundations, which state the city values and commitments based on the six areas of digital rights; (2) Structures, or mechanisms and bodies that integrate the city commitments in regulatory, normative and operational models, and (3) Tools: that consist in the specific solutions applied in the cities to operationalise the structures and achieve the foundations.

The third strategic pillar of the declaration, *Transparency and Accountability*, is defined, defined as: "Everyone should have access to understandable and accurate information about the technological, algorithmic and artificial intelligence systems that impact their lives, and the ability to question and change unfair, biased or discriminatory systems" (CCDR, 2019, p. 1). This area of *Transparency and Accountability* is closely related to the human rights of fair and impartial trial, non-discrimination over the law and equal access to public services, as mentioned in the Universal Declaration of Human Rights (1949). These rights could be violated by using algorithmic decision-making systems (ADMs) in the public sector (Brand, 2023), hence the importance of developing strategies to protect these digital rights, giving the accelerated increase in the use of ADMs for public service provision (Wang et al., 2020; Waltl & Vogl, 2018).

2.3 Algorithmic Bias and fairness

Saurwein et al. (2015), based on the work of Latzer et al. (2014), present a list of risks that algorithmic-based technologies pose for public interest: manipulation, diminishing variety, creation of echo chambers and filter bubbles, biases and distortions of reality; constraints on the freedom of communication and expression, social discrimination,

violation of intellectual property rights, abuse of market power, effects on cognitive capabilities and the human brain and growing heteronomy and loss of human sovereignty and controllability of technology. This research will focus on two risks: biases and distortion of reality, as well as social discrimination.

Bloch-Wehba (2022), describes the concept of Algorithmic Capture as the phenomenon where reliance on algorithms, perceived as more efficient and fairer that unsupported human decision making, which leads to a diminished sense of human accountability. This belief has the risk of overlooking systemic unfairness and perpetuates biases in the algorithmic based systems. “Bias”, as presented by Babuta and Oswald (2019), represents the outcomes that systematically disfavour individuals of a specific group with no proper justification. These decisions could be a form of discrimination towards individuals and become a form of unfair decision-making. Public service algorithmic bias consists then in the presence of these biases in public service delivery algorithms, as shown in natural language processing, policing, justice and online content moderation (Veale & Brass, 2019).

The Fairness Handbook, an official document from the City of Amsterdam to understand and mitigate algorithmic bias in the context of AI, defines algorithmic fairness as the mechanisms that seek to make algorithmic systems fair, without discrimination based on sensitive characteristics (Muhammad, 2022 from Weerts, 2021). The document also describes the types of harm that AI might present, which can also be attributable to the algorithmic models behind them. One of these harms is *procedural harm,* which occurs when an algorithmic-based system makes decisions based on data classes that are not relevant. For this harm, algorithmic transparency and accountability are a clear mitigation strategy, as these can increase the understanding and insight into how systems arrive at a specific outcome (Muhammad, 2022).

2.4 Algorithmic Transparency and Governance

Han (2015), in his book “The Transparency Society”, states that the actual “society of control” is based on the dependency on data-driven lifestyles. Han proposes transparency as an effective mechanism to promote trust and limit surveillance and control. Governments have increasingly used computer-based algorithms for public affairs, for the improvement of services, and for seeking evidence-based public decision-making (European Parliament, 2019; Baykurt, 2022).

The public sector has adopted algorithmic systems to support decision-making and automation in services, primarily in health services, public safety, criminal justice, education, transportation, and energy (Brauneis & Goodman, 2018). Grimmelikhuijsen

and Meijer (2022) describe further promises of using algorithms in the public sphere, like the belief that using algorithmic decision-making tools will decrease public servants' biased decisions. However, the authors also state that algorithmic decision-making poses many risks to legitimacy and potential harm to public values. Transparency is a solid mechanism to ensure governments follow rules and laws, mainly when applied to services or benefits that affect citizen's daily lives (Schuitemaker et al., 2024). Transparency should be applied in these cases for the generation, collection and processing of data used on algorithmic systems.

Algorithmic Transparency is defined by Criado et al. (2020) as: "A design and implementation component by which the decision-making process and logic result of algorithms should be stated clearly, visible and comprehensible in order to prevent information manipulation, power asymmetry and discrimination". The Alan Turing Institute defines *Transparent AI* (Artificial Intelligence being an algorithmic-based technology) as "the ability to know how and why a model performed the way it did in a specific context and therefore to understand the rationale behind its decision or behaviour" (Leslie, 2019, p. 35). The operationalisation of algorithmic transparency should consider two main elements (Criado et al. 2020, p. 459, based on Grimmelikhuijsen, 2019):

- ***Accessibility*:** which is present when "the source code can be audited by external experts" and
- ***Explainability*:** a characteristic that is present when the "decision-making results are humanly understandable."

The explainability element should expose the factors and how these are related and connected to obtain a specific outcome in a manner that is understandable to the affected individuals (Leslie, 2019). Interpretability talks about the "degree to which a human can understand the cause of a decision" or "the degree to which a human can consistently predict the model's result" (Molnar, 2020, p. 21). Following this logic, accessibility and explainability are the main characteristics algorithmic transparency mechanisms should address.

The definition of the CCDR on transparency and accountability opens the research field to connect a human rights perspective to algorithmic governance, which is more broadly analysed from a technical standpoint (van Vliet et al., 2024). Algorithmic governance, as defined by Katzenbach and Ulbricht (2019), is the social ordering embodied in the coordination between actors and rules (governance) over the use of computer-based

algorithms (algorithmic). According to the authors, this concept in the research sphere often intersects with *Data-fication* and Artificial Intelligence as research topics.

Recent research has focused on the governance of artificial intelligence (AI) due to this technology's increased use and diffusion in organisations of all types. Being an algorithm-based technology, its governance becomes a subset and, therefore, comparable with algorithmic governance. Mäntymäki et. al (2022) define AI governance as follows:

> AI governance is a system of rules, practices, processes, and technological tools that are employed to ensure an organisation's use of AI technologies aligns with the organisation's strategies, objectives, and values; fulfils legal requirements; and meets principles of ethical AI followed by the organisation. (p. 604).

Mäntymäki et al. (2022) also state that AI governance connects and overlaps with an organisation's data governance since data are the inputs and outputs of algorithm-based systems. Both governance structures, in turn, are part of the organisation's information technology (ICT) strategies, which in turn are part of the organisational governance. Considering the broader concept of Algorithmic Governance englobing AI Governance, Figure 1 slightly adapts the Mäntymäki et al. (2022) model and graphically shows this relationship between levels of governance.

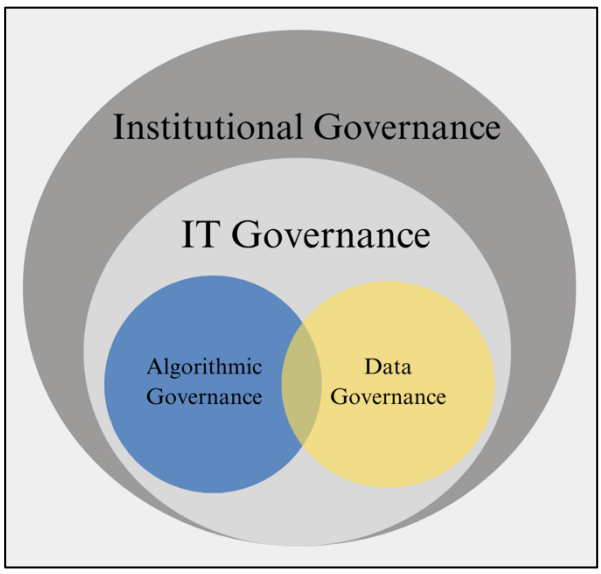


Figure 1: Algorithmic Governance as part of an organisation's governance structure. Adapted from Mäntymäki et al. (2022).

The objective of this model for understanding the governance of algorithms is to understand that organisations should seek coherence between their different levels of governance, aligning with their strategies and legal and ethical requirements (Mäntymäki et al., 2022). This means that in the case of transparency, it is relevant to understand how

algorithmic governance also relates to the data, IT and corporate – or, for the case in this research, institutional governance.

The intrinsic characteristics of algorithms, like complexity and opacity, promote the need for transparency of technological tools that rely on them (Edwards & Veale, 2017). The concept that appears in this intersection between algorithmic-based technologies and transparency is Algorithmic Transparency, which considers the technical aspects of the use of algorithms, but also how these are connected to the transparency of the organisation, declaring the specific policies and safeguards on its design and use (Grimmelikhuijsen & Meijer, 2022). Algorithmic transparency, as closely related to the explainability capacity of technology, must be operationalised in the specific technologies where it applies. In the case of Artificial Intelligence, one mechanism of transparency used is *Explainable AI,* which states that the algorithms can be programmed to explain the decision-making process and how the model works and develops (Grimmelikhuijsen & Meijer, 2022).

Other relevant concepts around algorithmic transparency focusses on the type of governmental transparency provided. Coglianese and Lehr (2019), define two concepts for algorithmic transparency focusing on the normative structure in the United States. The first concept is *Fishbowl Transparency which* Facilitates public oversight of governmental actions by ensuring legal access to information, such as records and hearings. mandates that the government clearly explain its actions by applying normative principles to facts and evidence and justifying the rejection of alternatives. This principle is grounded in due process clauses and administrative acts. In the exact words of the authors: “The former (*Fishbowl Transparency)* prioritises the disclosure of information about what government is doing, while the latter (*Reason Transparency)* aims to promote an understanding of why government does what it does.” (Coglianese & Lehr, 2019. p. 19). This way, both types of transparency are needed for the *Accesibility* and *Explainability* of Algorithms. Being *Fishbowl Transparency* closer related to Accessibility, while *Reason Transparency* more closely associated with the concept of *Explainability*.

2.5 AI Act and the intersection with algorithmic governance

For the classification of algorithms, the EU Artificial Intelligence Act (AI Act) is now a normative source of a definition of high-risk algorithms that incorporate machine-learning (therefore become AI systems). The AI Act lists characteristics that make algorithms high risk, described in Annex III, point number 5 (European Parliament, 2024, p. 426), that describes high-risk algorithms when they are related to the following areas:

1. Access to and enjoyment of essential private services and ***essential*** public services and benefits:
    a. AI systems are intended to be used by public authorities or on behalf of public authorities to evaluate the eligibility of natural persons for **essential** public assistance benefits and **services, including healthcare** services, as well as to grant, reduce, revoke, or reclaim such benefits and services
    b. AI systems intended to be used to evaluate the creditworthiness of natural persons or establish their credit score, with the exception of AI systems **used for the purpose of detecting financial fraud;**
    c. **AI systems intended to be used for risk assessment and pricing in relation to natural persons in the case of life and health insurance;**
    d. AI systems intended to **evaluate and classify emergency calls by natural persons or to** be used to dispatch, or to establish priority in the dispatching of, emergency first response services, including by police, firefighters and medical aid, **as well as of emergency healthcare patient triage systems.**

Together with the last, algorithms are also identified as high risk by the AI Act when used for biometrics, critical digital infrastructure, education and vocational training, employment, law enforcement, migration and the administration of justice or democratic processes (European Parliament, 2024).

2.6 Barriers to Algorithmic Transparency

Academic literature backs up the fact that algorithms need more transparency when bringing implications for citizens. Evidence of this can be found in cases from policy fiascos to the private sector (Kitchin, 2017; Whiteford, 2021; Veale, 2018; Pasquale, 2015; Babuta & Oswald, 2019; Giest & Grimmelikhuijsen, 2020) and cases in the public sector will be later developed, specifically in the Netherlands. Limitations for the transparency of algorithms can be present in both dimensions of algorithmic governance described by Criado et al. (2020) and Grimmelikhuijsen (2019): *Accessibility and Explainability.*

In terms of limitations of *Accessibility* to algorithmic transparency in the public sector, a relevant issue arises concerning privatisation and public procurement systems, where accountability is diffused or transferred to private contractors via policy/service outsourcing because of a lack of internal capabilities for data processing and analysis (Brauneis & Goodman, 2018; Bloch-Wehba, 2022). Service providers or commercial developers consider the algorithms of their software platforms as their intellectual property (Mittelstadt et al., 2016, based on Giest & Grimmelikhuijsen, 2020), imposing their commercial competitivity over the protection of digital rights. Coglianese and Lehr

(2019) describe a good example of this problem, seen in the State of Texas in the United States where a federal court had to review a case where the Houston school district used a vendor's secret algorithms to evaluate teachers and using this as a justification to dismiss poorly rated ones. Nine teachers and the local union challenged this, arguing that the lack of access to the algorithms and data denied their constitutional rights, as they could not verify their performance scores' accuracy.

The implication of the service provider's information capture imposes limitations in the *Accesibility* of information but also the *Explainability* of these algorithms, based on the *Black Box* problem. The *Black Box* problem is described by Pasquale (2015) as the process whereby algorithms transform an input into an output, is hidden. The bigger problem that the "Black Box" presents is that it makes it harder to question and scrutinise decisions based on algorithms that could be biased or unfair (Pasquale, 2015). The systems that "make" those decisions are known as algorithmic decision-making systems or ADMs. ADMs can be denied as "processing of input data to produce a score or a choice that is used to support decisions such as prioritisation, classification, association, and filtering." (Cheng et al., 2019, p. 2). ADMs can replace human decisions completely or suggest and nudge a human decision (Cheng et al., 2019). The automation of decisions with ADMs is especially problematic in the case of decisions made by public servants because of the risk of eroding public trust by making biased decisions (Giest & S. Grimmelikhuijsen, 2020). Brauneis and Goodman (2018) study the barriers to algorithmic transparency that technological providers introduce as a "corporate capture of public power" and define some baseline requirements for algorithmic transparency to be effective (Brauneis & Goodman, 2018, p. 104):

> (1) governments generate appropriate records about their objectives for algorithmic processes and subsequent implementation and validation; (2) government contractors reveal to the public agency sufficient information about how they developed the algorithm; and (3) public agencies and courts treat trade secrecy claims as the limited exception to public disclosure that the law requires.

Other transparency limitations to achieve its proposed outcomes, like higher levels of trust, can be tested when considering citizens' capabilities or valorisation of transparency. According to Grimmelikhuijsen and Meijer (2014), citizens with lower knowledge and trust in government benefit the most from transparency mechanisms. Therefore, the level of knowledge and understandability of the objects of transparency can impede citizens from understanding the benefits of transparency, limiting the strategy's intention to achieve higher levels of public trust. Transparency is assumed to affect governments' trust positively, but research shows that this is not transversal for all cultural contexts

(Grimmelikhuijsen et al., 2013). For the specific case of the Netherlands, the authors express that transparency might not have the expected effect on trust; even more, it might have little effect on citizens' perception of government. It is relevant to highlight that these findings are previous to the scandals of misuse of ADMs in the Netherlands, so this perception of citizens over transparency and the effect on trust might have changed given this. Another barrier to algorithmic transparency regarding engagement with citizenship is the risk of designing mechanisms that leave citizens the task of making the state accountable (Safak & Parker, 2020). By making citizens responsible for doing the work of translating data (unprocessed, raw) into knowledge, in this case, the acknowledgement that algorithms might be biased, unfair or delivering a wrong result becomes a public task externalised to civil society or individuals (Murad, 2021).

Other specific barriers to transparency arise in the case of local governments: high demands and expectations regarding ensuring participation, trust, legitimacy, accountability, and quality public service provision clash with austerity measures that many municipalities have in Europe (Schwab et al., 2017). The authors also state that accountability is a challenge in the face of rising services outsourcing to private providers, as a known mechanism pushed by the New Public Management (NPM) reforms.

2.7 Enablers of Algorithmic Transparency

There are also positive views on the role of technology in transparency in the public sector. Enough evidence supports the idea that digital technologies support public value creation by operationalising managerial and democratic values like transparency, accountability, efficiency, equality, openness and fairness (Panagiotopoulos et al., 2019). Another position closely related to algorithmic transparency is that the same machine learning algorithms that have been questioned as a risk to digital rights can also be enablers and tools to support the transparency of government decisions (Giest & Grimmelikhuijsen, 2020). Criado et al. (2020) state that machine learning, as an algorithmic-based system (using as an example the SALER algorithmic application, which is an early warning system to promote transparency and good governance), can positively affect the detection of risks by governmental algorithms. This means that the risks of using algorithmic models present in public administration can also be mitigated with tools that also use algorithmic models when designed for this purpose. This supports a non-deterministic view of technology based on the intention and direction of the design of algorithmic models and their applications.

2.8 Mechanisms for Algorithmic Transparency

Many policy recommendations involve establishing legal frameworks and standards to make governments accountable for using their algorithms. For AI, the NGO Algorithmic Watch (n.d.) shares a comprehensive international inventory of AI Guidelines. Many of these guides consider policy recommendations and mechanisms for transparency and accountability of algorithms and models behind the AI tools for their ethical use.

The OECD, in its Recommendation of the Council on Artificial Intelligence (2024, p. 8-9), states the recommendation on the topic of Transparency and Accountability and advises that AI actors should ensure transparency and accountability by providing meaningful and context-appropriate information. This includes fostering a general understanding of AI systems, making stakeholders aware of their interactions with these systems, offering clear information on data sources and decision-making processes, and enabling those adversely affected by AI outputs to challenge the results.

Their recommendations and guidelines highlight the need to create mechanisms for the transparency of algorithms, make them understandable, and allow for citizen feedback and public scrutiny. The next step is to identify the specific mechanisms to achieve these requirements.

According to the Ada Lovelace Institute (2020), various mechanisms exist for governments to ascertain and disseminate their critical information regarding automated decision-making systems (ADMs):

1. Assessments and evaluations
2. Procurement and spending documents
3. Open source/open data standards
4. Freedom of information and subject access requests
5. Standardised disclosure of data used or produced in the deployment of ADM systems.

It is important to note that the automation of systems is based on algorithms. Therefore, ADM transparency mechanisms are a form of algorithmic transparency. The proposed mechanisms show the diversity of options of the type and formats of transparency that can be found around algorithmic use in the public sector.

An example of a relevant tool used in cities to improve the transparency of their algorithms is the *Algorithm Transparency Standard* of EuroCities. This example corresponds to mechanism type number 3, proposed as ADM transparency mechanisms by the Ada Lovelace Institute (2020), as the standard defines an open-source protocol that

seeks to make it easier later for cities to transparent their algorithms (Eurocities, 2022). Amsterdam, Barcelona, Brussels, Eindhoven, Mannheim, Rotterdam and Sofia use the standard. The tool is “a set of shared categories of information that cities can use to help people understand how the algorithms used in local administrations work and their purpose. It also allows people to compare different algorithms within and across cities” (Eurocities, 2022).

The NGO AlgorithmWatch proposed to the European Commission in 2020 the following mechanisms to ensure transparency, scrutiny and contestation of AI tools (AlgorithmWatch, 2020, p.1):

1. Public registers on ADM systems
2. Remedies for contestation
3. Independent centres of expertise on AI/ADM
4. Rrobust, legally binding data access frameworks to support and enable public interest research.

This research will describe, in this case, the specific option for algorithmic transparency of the public registers on ADM systems (1) proposed by Algorithmic Watch (2020), also known as Algorithmic Registers.

2.9 Public Algorithmic Registers

2.9.1 Public algorithmic Registers definition

Amsterdam and Helsinki are highlighted examples of cities that have advanced in algorithmic transparency and are mainly applauded because of their AI algorithmic registers. A very complete definition of an Algorithm Register is given by van Vliet et al. (2024, p. 2):

> An algorithm register is a governance mechanism that allows organisations to be transparent and to provide accountability to society by providing an overview of (1) the documentation about algorithms, (2) the organisation or organisational department responsible for their use, and (3) the goals pursued with their use.

As mentioned previously, AI, being an algorithmic-based technology, makes AI transparency a subsection of Algorithmic transparency. Therefore, another definition for algorithmic/AI registers is described in the Withe-paper document delivered by the company Saidot, a software provider in the cities of Amsterdam and Helsinki (Haataja et al., 2020, p. 3):

> The AI register is a standardised, searchable and archivable way to document the decisions and assumptions that were made in the process of developing, implementing, managing and ultimately dismantling an algorithm. With this, transparency, and when applicable, explainability, can be given for public debate, independent auditors, and individual citizens.

AlgorithmWatch (2020), in its recommendations to the European Commission to introduce public registers of ADMs in the public sector, establishes some responsibilities for the algorithmic registers, as the actors responsible for the ADMS should transparently document and disclose the purposes of the model, explain the algorithmic model and its logic, behind the system, declare the information about the developers of the system and make the last information accessible and easy to understand.

Floridi (2020) describes two benefits of using algorithmic registers in the public sector, specifically at the local level: local scalability and geographical portability, meaning that, once implemented, an algorithmic register can quickly introduce new algorithms (scalable) and also replicate the tool to other cities with similar contexts (portability), allowing for knowledge and software sharing for more effective and efficient policy.

Some key considerations must be in place when designing and implementing an algorithmic register. Murad (2021) lists these considerations. One key element is the political and legal context as it affects the governing of the algorithmic systems and how open and capable the authorities are to carry out innovations, such as an open and transparent register. Another critical element is compatibility and continuity with previous transparency mechanisms, as well as a flexible design that allows for adaptations, given its novelty. The unit of transparency is also a fundamental definition. While Murad (2021) decides to define the unit based on the system (ADM), other authors and cases talk specifically about Algorithmic Registers like the City of Amsterdam (City of Amsterdam, n/d), while others use the register specifically for AI, as is the case of the AI Register of Helsinki (Haataja, 2020). These conceptual differences call for further clarity on their definitions and intersections. Also related to the unit of transparency, there is the definition of what type of algorithm should be included in the registry.

2.10 Content of Public Algorithmic Registers

Regarding the content of a register, the White-paper supported by Saidot and the cities of Amsterdam and Helsinki (Haataja, 2020) proposes the content for public AI registers, described in Table 1.

Table 1: Content for AI/Algorithmic Public Registers (based on Haataja (2022)).

Dimension	**Information to deliver in an AI Register**
General overview	1. What is the main goal or societal benefit of the process this system contributes to? 2. How is it being used, and in which use cases? 3. Who are the impacted people and the expected impacts? 4. How does the system work at a high level?
Accountability	1. Who are the responsible organisations and departments? 2. How can the responsible parties be contacted? 3. Which external partners and suppliers are involved?
Datasets	1. What is the name of your dataset? 2. Description of the data represented in your dataset.
Data Processing	1. What is the model architecture of your system? 2. How is the performance of the system measured and interpreted?
Non-Discrimination	1. How is unfair bias interpreted in the system context, and what are the measures put in place to test for it? 2. Is the system designed and implemented considering the accessibility of the service for people with disabilities? 3. How were the people impacted by the system involved in the design and development of the system?
Human Oversight	1. Description of the capability and support for human intervention in the system design and development, decision cycles, and in the monitoring of the system's operation. 2. Description of the necessary competencies required for successfully performing the function and the training provided for gaining such skills and competencies.
Risks	1. What were the key tradeoffs your organisation had to make while balancing the risks and the benefits during the development, implementation and managing the algorithmic system, and how did you come to such decisions? 2. Description of the risk level and risk management methods. 3. List of identified risks and the measures put in place to mitigate these risks. 4. Privacy impact assessments, human rights impacts assessments and any other risk assessment methods applied.

2.11 Management of Public Algorithmic Registers

Schuitemaker et al. (2024) built a model to understand the management of algorithmic registers based on six cases from the Netherlands from an engineering perspective. Fig. 2 illustrates the *Process Deliverable Diagram* (PDD), which visualises process and data flows for managing an Algorithmic Register.

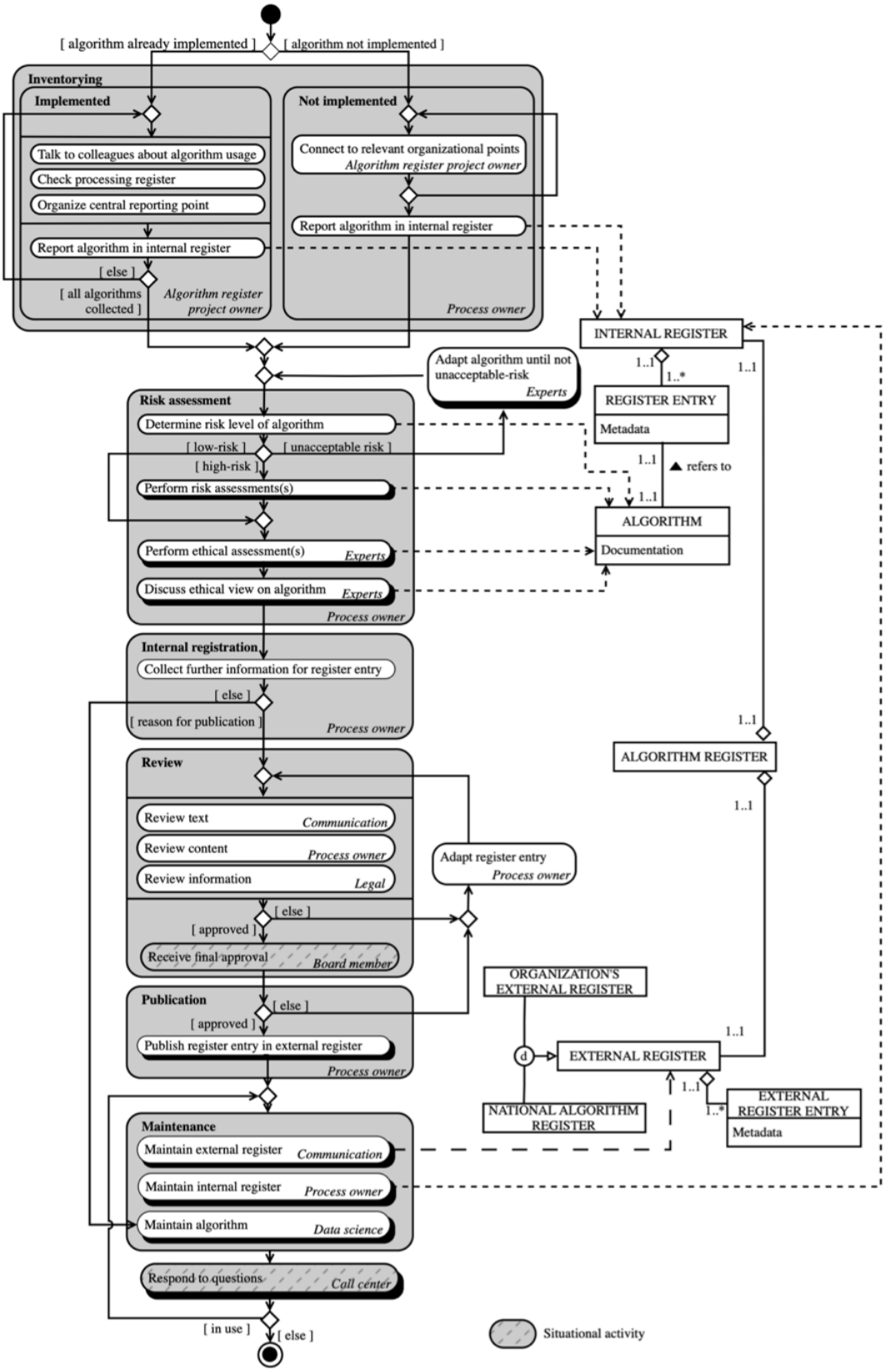


Figure 2: Management of Algorithms through Algorithm Registers (Schuitemaker et al., 2024)

The Reference Method for Algorithm Register Management (RM4AR), built by Schuitemaker et al. (2024), is a useful artefact to understand the general use of algorithmic registers from the implementer‘s perspective. It describes the processes, their connections and decisions, and the data needed for each task or subprocess. The model presents the following subprocesses: (1) Inventorying, (2) Risk Assessment, (3) Internal Registration, (4) Review, (5) Publication, and (6) Maintenance. Figure 2 goes into detail on the sub-processes and decision flows.

The key steps for managing Algorithmic Registers are described further by van Vliet et al. (2024), also based on cases from public services in the Netherlands: (1) Inventorying consists of mapping all operational algorithms used across the institution by either creating a task force to interview officers and identify relevant algorithms for the registry, or develop a centre mechanism for officers to report relevant algorithms. The (2) Risk assessment consists of reviewing and classifying identified algorithms based on (a) the EU AI Act of the Dutch Government, (b) the presence of personal data, (c) the relation to legal consequences to data subjects or (d) gut feeling. The assessment is crucial to involving different stakeholders and experts, clearly declaring criteria, and documenting relevant considerations. (3) Internal Registration involves creating an internal repository to document and save the algorithms and their metadata. This step has value for the organisation for coordination and documentation, which are steps for the institutions‘ information management, besides the primary intention of transparency. This step shows the intersection between algorithmic governance and the data governance described by Mäntymäki et al. (2022). Before publishing, (4) Reviews should check if the data is accurate and understandable and prevent misuse. (5) Publishing consists of publicising the algorithms' information by the institution's own register or the National Algorithm register. Finally, (6) Maintenance consists of regularly updating the internal and external registers as algorithms change, which means also re-assessing its risks and data.

2.12 Case-context of Algorithmic Transparency in Amsterdam

The Netherlands has experienced a series of government coalitions dominated by right-wing parties with a neoliberal agenda that advocates for minimising the size and function of the state and restricting welfare services (Cath & Jansen, 2021). This approach, introduced in the 1980s, pushed for the privatisation and outsourcing of public services, an evident influence of the New Public Management (NPM) reforms (Sabel et al., 2024). The separation from service design and provision, assuming more efficiency when outsourcing and automating tasks, has shown conflicts in terms of information asymmetries between service providers and administrators and citizens (Sabel et al., 2024) and depriving vulnerable individuals of their rights (Cath & Jansen, 2021).

The Netherlands shows a history of early digital adoption and critical civil discourse on technology's societal impacts influenced by early internet communities. Notable organisations such as "Bits of Freedom" have emerged, advocating for digital rights and setting the stage for a broader European dialogue on privacy and surveillance through the European Digital Rights Initiative (EDRi) (Cath & Jansen, 2021). This environment has catalysed a culturally ingrained scepticism and proactive management of digital technologies, influencing national transparency policies and ethical digital developments.

Another relevant context element worth noting from the Dutch case is the scandals of discriminatory algorithms in governmental services ADM systems. One example is the Dutch childcare benefit scandal in 2019. Also known in the Netherlands as the "toeslagenaffaire" [surcharge affair], the scandal involved the wrongful accusation of thousands of families of fraudulently claiming childcare benefits, which led to severe financial and personal consequences for the affected individuals (Ranchordas & Scarcella, 2021). Families accused of fraud were ordered to repay the received subsidies, often tens of thousands of euros. Additionally, at least 1100 children were separated from their families (Schuitemaker et al., 2024). The scandal culminated with the resignation of the Dutch government in 2021 after a parliamentary inquiry condemned the tax authorities and the involved ministers for their roles in the scandal (Ranchordas & Scarcella, 2021).

A second example is the System Risk Indication (SyRI) scandal involving an algorithmic system that detects potential fraud among welfare recipients (Wieringa, 2023). The system aggregated and analysed data from various government sources to identify individuals at higher risk of committing fraud. However, this system was deployed primarily in vulnerable and migrant citizens, so in 2020, after privacy activists sued the government about it, a court decided the system was discriminatory and not transparent and violated the European Convention on Human Rights (Giest & S. Grimmelikhuijsen, 2020; Wieringa, 2023).

A third relevant example is the case of the criticism over the use of ADM systems by the police in the Netherlands. The NGO Amnesty International (2020), in the study: ‘We Sense Trouble: Automated Discrimination and Mass Surveillance in Predictive Policing in The Netherlands’, investigated the Sensing project in the City of Roermond and found misuse as mass surveillance by the indiscriminate data collection on all vehicles without individual suspicion. The system also presented bias that led to discrimination as the system disproportionately targeted Eastern Europeans and Roma based on biased risk profiles. The study also describes the system as not transparent and opaque in the data processing, leaving individuals unaware of why they were targeted. The systems also

appear to lack compliance with Dutch and European laws and give space for misuse of authority by police officers (Amnesty International, 2020).

2.12.1 Digitalisation Strategies in Amsterdam

The following sections develop Amsterdam's overall Digitalisation Strategy based on the City's Audit Office description in 2022 (Rekenkamer Metropool Amsterdam [Amsterdam Metropolitan Area Court of Auditors], 2022). The local government coalition agreements for 2018-2022 and 2022-2026 highlight the municipality's ambitions on digitalisation. While the 2018-2022 agreement emphasised in data minimisation, open data, and data rights, introducing the Digital City Agenda and the Tada manifesto's six values, that correspond to foundational values for the use of ethical data in the city. The 2022-2026 agreement builds on these foundations, focusing on privacy, digital rights, self-sufficiency, and security. It explicitly commits to maintaining an algorithmic registry and implementing checks for integrity, discrimination, and bias throughout the development of ICT systems (Rekenkamer Metropool Amsterdam [Amsterdam Metropolitan Area Court of Auditors], 2022).

2.12.1.1 Digital City Agenda

The Digital City Agenda from 2020 (Gemeente Amsterdam [Municipality of Amsterdam], 2020) outlines Amsterdam's ongoing digitalisation goals, which include promoting digital rights in collaboration with other global cities through the CCDR. This agenda incorporates the Tada manifesto's six values guiding the city's digital design. It also mandates independent audits of algorithms to ensure transparency and accountability.

2.12.1.2 Agenda AI: Amsterdam Intelligence

The Amsterdam AI Agenda (Gemeente Amsterdam [Municipality of Amsterdam], 2021 (a)), introduced in 2020, details the city's objectives regarding algorithms and artificial intelligence. Key goals include leveraging AI to improve residents' lives, minimising the adverse effects of digitalisation, and enhancing positive impacts. The agenda focuses on integrating AI into municipal processes, developing AI competencies, and ensuring algorithms are non-discriminatory and transparent. Additionally, the agenda aims to foster economic potential through collaboration between investors, research institutions, talents, and businesses and to transform Amsterdam into a "living laboratory" for urban innovation. The agenda also prioritises protecting digital rights and promoting equality through ethical AI frameworks.

2.12.1.3 Data Strategy

The Data Strategy for 2021-2022 (Gemeente Amsterdam [Municipality of Amsterdam], 2021 (b)) emphasises giving residents greater control over their data and capitalising on digital opportunities to improve municipal services. It includes intentions to make datasets publicly available by default and to collaborate with the University of Amsterdam on the Civic Artificial Intelligence Laboratory. This lab explores how AI can address and prevent inequality in the city.

2.12.1.4 Smart City Strategy

Amsterdam's approach to digital governance, especially algorithmic transparency, is informed by its Smart City initiative, which began in 2009 (Cath & Jansen, 2021). The initiative is based on collective action between the municipality, businesses, and residents to create a sustainable and efficient urban environment (Mora & Bolici, 2017). The initiative is now housed in the Amsterdam Smart City Platform, part of the Amsterdam Economic Board (Amsterdam Economic Board, n/d). The Initiative leverages innovative technologies to enhance infrastructure like energy, mobility, and public spaces. This structured approach helps align projects with Amsterdam's broader sustainability goals, making it a global benchmark for smart city development. This initiative underscores a shift from traditional governmental structures towards a more participatory governance model that emphasises citizen engagement and innovative policy development, characteristics that work as enablers for the introduction of the Algorithmic Register, a key mechanism for algorithmic transparency in Amsterdam (Cath & Jansen, 2021).

3 Methodology

3.1 Scope of the research

3.1.1 Problem Statement

The definition of a problem statement in qualitative studies is a statement that clarifies the situation that raises the need for research on a particular issue (Creswell & Poth, 2016). Following the literature and the policy concerns around the protection of digital rights and transparency and accountability, the problem statement for this research will be presented convergently, from broader to more specific problem statements.

Algorithmic transparency and governance are becoming relevant policy issues to address, given the rising concerns over the use of algorithmic decision-making tools in the public sector (Grimmelikhuijsen & Meijer, 2022; Brauneis & Goodman, 2018; Katzenbach & Ulbricht, 2019; Diakopoulos, 2020; Pasquale, 2015). There is an increasing necessity to investigate innovations in the governance of algorithmic systems at the local level (Brand, 2023). Specific research on local eGovernment challenges and factors of success of eGovernance projects is needed to prevent technological implementation failures, giving value to the research of best practices (Manoharan & Ingrams, 2018). International organisations and city associations like the CCDR or Eurocities are working on protecting digital rights in a collaborative and conjunct manner, which illustrates the need for cities to support and learn from each other (CCDR, 2019; Eurocities, 2022), for which research on specific cases is needed to enable knowledge sharing (Danaher et al., 2017). Transparency and Accountability have the lowest prioritisation for the CCDR cities (Calzada, 2019), also visible by the few examples and success cases found in research and online, compared to other areas like digital literacy or data privacy and security (UN-Habitat, 2022).

Algorithmic transparency policies and strategies can battle back the risks that emerge from the use of algorithms in the public sector (Coglianese & Lehr, 2019). However, there is a need to understand how these strategies are applied (Kossow et al., 2022), what is the context in which these are placed (Giest & Grimmelikhuijsen, 2020; Sun & Li, 2024) and the limitations and facilitators that public managers face when implementing these strategies (Schor et al., 2024), from organisational and managerial perspectives (van Vliet et al., 2024). Researching the governance limitations for algorithmic transparency in context allows us to understand the suitability or incompatibility between governance structures and algorithmic transparency strategies (Saurwein et al., 2015). Furthermiore, as known and recognised mechanism of algorithmic transparency, there is a need to

pursue more research regarding the implementation of algorithmic registers in applied cases (van Vliet et al., 2024; Cath & Jansen, 2021, Schuitemaker et al., 2024; Cath & Jansen, 2021). There has been some study cases over the highlighted cases of Amsterdam and Helsinki, but this is insufficient and primarily not academic. Therefore, there is an opportunity to dive into the lessons and best practices that can arise from these cases (van Vliet et al., 2024). Following the example of the case study of Cordella and Iannacci (2010), the conclusions for this case study can provide relevant knowledge for similar cases of use in the public sector and as a base to evaluate in future research, the public value of the specific policy agenda (Cordella and Iannacci, 2010 based on Yin, 2003; Moore, 1995). The last shows a good amount of justification for developing this research from an academic perspective. However, the research also presents a practical value: understanding the possibilities and challenges that practitioners and designers of algorithmic registers face would allow for these tools to have a contextual and more profound knowledge of implementation to translate into considerations for other policy makers or officials with similar agendas.

Amsterdam is a highlighted case of advance in terms of algorithmic transparency, given its implementation of the algorithmic register (Floridi, 2020; Ada Lovelace Institute, 2021). Amsterdam, therefore, constitutes an excellent example for exploring the organisational setting and the barriers and enablers that exist in implementing the algorithmic strategy through the algorithmic register. One case study highlighted that a pioneer in the field can increase the knowledge base for academic and practical purposes (Francis & Holloway, 2007).

To summarise, there is a visible need to understand the case of Amsterdam in its strategy of algorithmic transparency since it can be illustrated as a case of good practice and with an organisational and institutional lens, for which it is necessary to develop the governance, political and technological variables that influence this strategy. The enablers and barriers that Amsterdam has faced on this process can be relevant considerations for public officials or policy makers when designing similar agendas. Based on the last described need, this research seeks to provide an analysis of the implemented strategy for transparency and accountability in algorithmic governance in the case of Amsterdam, focusing primarily on the enactment of the Algorithmic Register.

3.1.2 Research Questions, Objectives and Scope

The research questions for this research are formulated as follows:

- **RQ1:** How was the implementation of the Algorithmic Transparency Strategy, in terms of the policy agenda, organisational structure and bureaucratic networks, and ICT tools, in the City of Amsterdam?

- **RQ2:** What elements were, or are still, enablers or barriers to implementing the Algorithmic Transparency strategy in the City of Amsterdam?

Following the logic of Yin (2017) for qualitative studies, research questions using *How* or *Why*, make more sense for case studies. This is why for this research the first question seeks to present the case using as a structure, the theoretical framework. The second research questions seek to enumerate and describe the enablers and barriers identifies in the previously elaborated case, therefore becoming a summarization and analysis of the initially gathered data that build the case study.

As described by Simon and Goes (2013), the scope of research consists of the definition of parameters under which the research will be conducted, the problem to be addressed, the domain limits, and what the research will incorporate or not. As the problem definition has just been presented in the last section, this section seeks to define the scope in terms of the boundaries of the research.

The research will have a disciplinary lens from an eGovernment theoretical approach through the theoretical framework explained in the next section. The content of this research will consider digital and e-governance structures and strategies. In terms of the specific area to investigate, the topic is the field of governance around transparency, specifically of the algorithms employed in the city case, identified as algorithmic governance in the literature review. This research aims to understand in-depth the context in which a strategy for algorithmic transparency is placed in a local government and the relevant enablers and barriers to implementing a specific technology: the Algorithmic Register. To understand the last in-depth and in context, a case study is selected that defines a geographical scope for this research in the case of the City of Amsterdam. The city of Amsterdam has been chosen as an outstanding case from the universe of CCDR cities, which already highlights the cities that show an interest in and prioritise policies that seek the defence of the digital rights of their citizens, especially for the advancement development with the Algorithmic Register of the city (UN-Habitat, 2022; Floridi, 2020; Haataja et al., 2020; Global Observatory of Urban Artificial Intelligence (n.d)). In temporal terms, the analysis will start from the first context element causal or found to be

related to the introduction of a digital rights agenda and, later, a more specific algorithmic transparency agenda up to the present time.

This research will not consider the element of Accountability also present in the same dimension as algorithmic transparency in the CCDR principles declaration: *Transparency, accountability, and non-discrimination of data, content, and algorithms* (CCDR, 2019). The literature describes transparency as the first step to ensuring accountability, but not a direct consequence, as other factors might have to be in place to ensure it (Diakopoulos, 2020; Ananny & Crawford, 2018). Based on the eGEF model, algorithmic accountability could be part of the model's outcomes, as there is an evident link between transparency and accountability. However, this research will not focus on the *Outcomes* part of the model, although it can give a base for later research on that topic. This research will not focus either on other mitigation strategies for algorithmic bias, like the ones presented in the Fairness Handbook of Muhammad (2022) or assessing the transparency or accountability mechanisms to evaluate their effectiveness in achieving the initial policy aims nor will it seek to assess the technical implementation of the Algorithmic Register.

3.2 Theoretical Framework

The theoretical framework section is essential in qualitative research as it establishes the study's foundation, supports the study structurally, connects it to existing theories and directs the formulation of research questions, hypotheses, and methodologies. Grant & Osanloo (2014) describe didactically the function of a theoretical framework by comparing it with the construction of houses, where the theoretical framework becomes the blueprint of the house, and in this case of the study. This section ensures that the research is academically grounded, enhancing the credibility and reliability of the findings.

3.2.1 Technology Enactment Framework (TEF).

Before diving into the eGovernment Enactment Framework (eGEF) by Cordella and Innacci (2010), which will give theoretical guidance to this research, this section will develop on the previous framework from where the last was adapted from the Technology Enactment Framework (TEF) by Fountain (2010). This section will describe the model, its elements and the justification for why it is relevant to this study.

Fountain presented the TEF in her 2001 book: “Building the Virtual State: Information Technology and Institutional Change“. The framework seeks to integrate the studies of ICTs in the public sector with institutional theory and understand the interactions between

technology and institutional structures (Fountain, 2001). The framework models the interdependencies of information technologies' design and use in governments (Fountain, 2004). Its value is found in the intention to understand and give guidance into the internal dynamic of how governments work with the introduction of new technologies.

In her book, Fountain criticises other perspectives that limit the interpretation and explainability of the link between technology and institutional structures, which is helpful in contrasting views. With this, TEF is defined based on the distinctions. For example, TEF has a non-deterministic view of technology, as it contradicts the idea that technology drives social change (Fountain, 2001). Instead, the TEF proposes a bidirectional influence between the technologies and the organisational forms. At the same time, it proposes that individuals in this model, in the form of government officials, have an interpretation and subjectively use technology, in contrast with rational-actor perspectives, which propose actors end up choosing the "best option" based on clear justifications. Fountain with the TEF justifies a non-deterministic view of technology that interacts with non-rational actors, where incrementalism and the normative instruction to adapt to technology change are not a given feature.

A vital element of Fountain's (2001) TEF is that it declares the importance of socio-structural mechanisms in institutional structures and how potentially public officials could struggle to enact new technologies given these structures. In a later paper, the author states: "A structural and institutional approach that begins with processes of organisational and cultural change, as decision makers experience them, offers a fruitful avenue to understanding and influencing the beneficial use of technology for governance." (Fountain, 2006, p. 2).

Fountain (2001. P. 90) describes the enactment of technology as: "The process of enacting technology refers to the tendency of some organisational actors to implement new information technology". Given this definition, this research will refer in this research to technology implementation as a synonym of technology enactment; this way, enacted technology will also be a parallel of implemented technology. The author states that there is a difference between Objective ICT or Objective Information Technologies and the Enacted Technology (Fountain, 2001). While the first one considers concrete elements of the technology like the description of the hardware, software, associated telecommunications and other related systems of the ICT systems, the second one is related to the "perception, understanding, design, implementation and use of objective technologies" (Fountain, 2001, p. 25); from the actors in an organisation that use or implement the technologies (Fountain, 2004).

The *Organisational Forms* are divided into Bureaucracy and Networks. Figure number 3 details each element of the framework with its components. In a later paper from 2004: "Prospects of the Virtual State" (Fountain, 2004), the author describes the two elements of Organisational Forms as the most relevant influences of the enactment of technology, as these elements give structure to the work of public managers. The author talks about bureaucracies as institutions and agencies in charge of delivering policies, where networks are mechanisms of interaction (inside and outside governments) to carry out governmental work. Considering the main statements of the frameworks, these two categories will significantly impact the enactment of technologies. The author also describes the importance of formal structures and informal ("soft") structures, such as behavioural patterns and norms present in the organisation, that affect the design, development, implementation, and use of technology (Fountain, 2006). For the *Organisational Forms,* Fountain (2001) also gives relevant value to the organisation's cognitive, social, and political dimensions. These elements are part of what is titled *Institutional Arrangements.* These arrangements work as institutional influences, shape and are influenced simultaneously by organisational forms. Cognitive, cultural, socio-cultural, legal, and formal arrangements define elements that influence the organisation's ideas, dynamics, rules, behaviours and decisions, such as policymaking.

In order to work as a model, the TEF illustrates generic objective ICT and the enactment of technology. This research will work in a specific field and technologies of algorithmic transparency as the policy field and subsection of ICT and the Amsterdam Algorithmic Register as an example of specific ICT technology/system.The TEF also describes key actors that interact in technology enactment. The actors are divided into three groups.

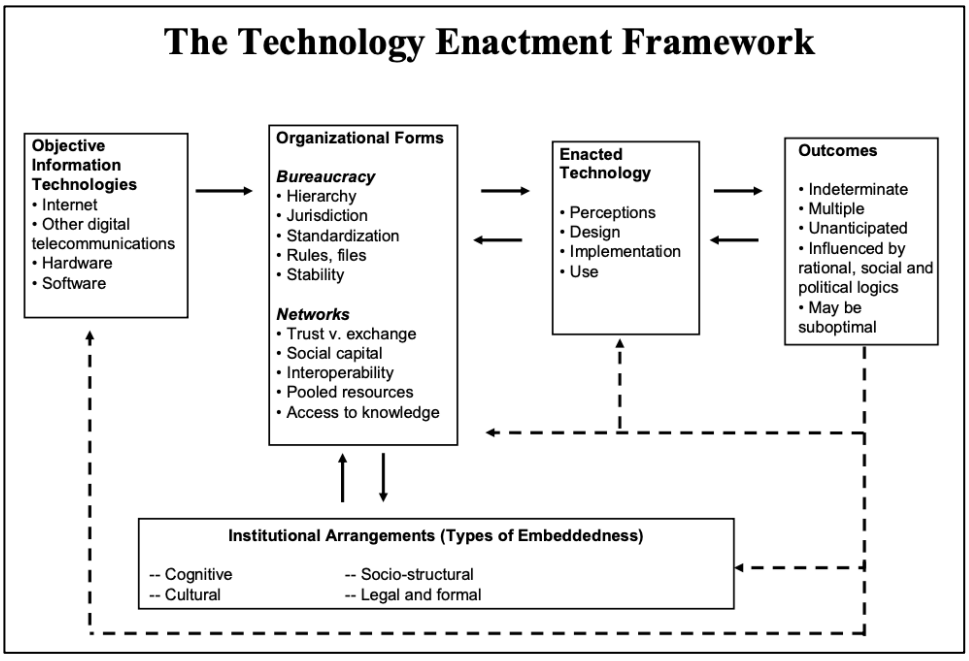


Figure 3: Technology Enactment Framework (Fountain, 2001, Chapter 6, p.5).

Figure 4 shows the model with the relevant actor groups. Group A considers vendors and consultants that mainly influence the objective ICT as their influence is exercised before making design or procurement designs (Fountain, 2004). Group B considers the internal decision makers, such as CIOs, to be responsible for the enactment of technology. Finally, group C considers actors like policy makers and managers that influence the organisational forms and the enacted technologies.

In the next section, the framework will be adapted and improved, but the main ideas will be shared with the base of this theoretical framework.

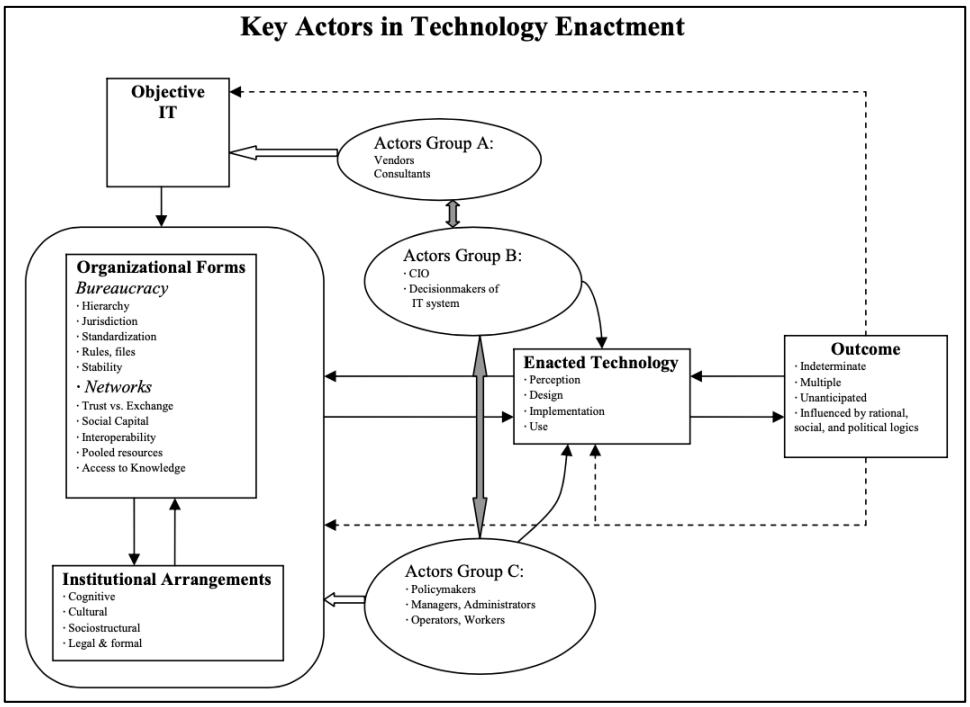


Figure 4: Key Actors in Technology Enactment (Fountain, 2001, Chapter 6, p.7.)

3.2.2 eGovernment Enactment Framework

The eGovernment Enactment Framework (eGEF) proposed by Cordella and Iannacci (2010), adapts and improves the TEF (Fountain, 2001), and works as an instrumental analytical and theoretical tool to understand the dynamics of the implemented technologies and, consequently, their complementary features, like algorithmic transparency mechanisms to investigate here, in the case of Amsterdam. The TEF provides a structure to understand the complex system of government project implementation (Luna-Reyes et. al. 2005), and provides the elements and relations between policy agendas, the interaction with governmental structures and networks, and the characteristics of technologies. The eGEF improves and complements this framework

by adding the value of the "Policy" element as a relevant variable for technology implementation and adding more bilateral influence between the variables (Cordella & Iannacci, 2010).

The eGEF explains the relationship between eGovernment policies, technological choice and design, and public sector organisational practices as a context and precedent for the enacted technology and its posterior outcomes. The framework also defines the bilateral dependencies between these three elements. The eGEF seeks to find the link between the choice of technologies and the choice of information systems mechanisms in public administration, taking as its theoretical origin the TEF of Fountain (2001). The TEF defines elements and actors that influence the implementation of ICT in the context of the public sector in the United States. As described by Cordella & Iannacci (2010), the TEF:

> Highlights how political agendas, organisational characteristics (emphasising the role of bureaucratic organisations in the public sector context) and existing arrangements shape the process of ICT implementation. Even though design is mentioned in Fountain's (2001) framework, technology is taken for granted and described as a carrier of objective characteristics. (Cordella & Iannacci, 2010, p. 54).

While the TEF proposes a subjective logic for implementing technologies in the public sector, it does not consider that technologies are determined by the design choices defined by the eGovernment policy. Thus, TEF defines objective eGovernment systems where the policy aims do not influence the technology's choice, design, and adoption. Furthermore, the eGEF broadens the interpretation of these dynamics to more complex contexts beyond social, political, and institutional dynamics, but also where the technology itself also proposes characteristics and effects on eGovernance policy and structures. This last idea is the crucial link to this study, the eGEF, which states that technologies are "carriers" of the policy drivers (as is the case of the Algorithmic Register as a tool to carry the strategy of algorithmic governance) but could simultaneously define them (making technologies causal effect on policing). The case of Algorithmic Transparency and Accountability in the public sector comes as a response to adverse effects (outcomes) of technologies in the provision of public services (Coglianese & Lehr, 2019), like algorithmic bias and discrimination or lack of accountability and opacity (challenges presented by the use of algorithms and described in the literature review section). These outcomes show alignment with the eGEF, as they demonstrate that the effects of technologies (in this case algorithmic-based technologies) also shape new policy agendas and drivers by the identification of the technologies risks, in this case,

visualised in the form of the Agenda of Protection of Digital Rights, pushed by the Cities Coalition of Digital Rights and its promotion of algorithmic transparency.

The eGEF describes three interrelated elements: (1) *eGovernment Policy*, (2) *Organisational forms and Bureaucracy Networks*, and (3) *ICT* that activate the technology's enactment and following outcomes (Cordella & Iannacci, 2010). In order to describe each element of the model, a simpler model proposed by UN-Habitat (2022) in the context of Digital Rights protection in local governments is helpful to describe each element further. Table 2 shows the statements for each element of the model. Compared with the eGEF, there is a close link between eGovernment Policy and the Foundations dimension; another parallel can be seen between the *Organisational Forms and Bureaucracy Networks* and the Structures dimension, and finally, ICT can be linked to the Tools dimension of the UN-Habitat (2022) model for Improved Digital Governance (p. 7).

Table 2: Framework Dimensions, Model for Improved Digital Governance (UN-Habitat, 2022)

Framework Dimension	**Description**
Foundations	Examples of core values and he six areas of work that compose what we refer to as "digital rights" or "digital human rights" or "human rights and digital technologies".
Structures	Mechanisms that can be appropriated by governments to implement core values and the areas of digital human rights in a pragmatic way.
Tools	Tool and methodologies to operationalise the framework

The eGovernment Policy can be defined by the public policy intentions or motivations that permeate governance decisions and the design of technologies, also called policy drivers. In this research, the policy drivers are based on the Digital Rights policy agenda, described in the declaration of the CCDR (2019) as a broader strategy that later is interpreted and narrowed by the local context of each city's digital rights strategies. Using the dimension of Foundations (UN-Habitat, 2022), the eGovernment Policy can also be defined as a set of statements needed to formalise a city's commitment towards digital transformation centred around people and to comply with the full range of human rights. These are examples of core values that the city wants to highlight and work towards in order to achieve policy aims. For this case, the statements would be related to protecting digital rights of non-discrimination by algorithms via algorithmic transparency. The results section will start with a section describing the context surrounding the policy introduction as eGovernment Policy and the construction of the "Foundations" of

principles and values of the city of Amsterdam that are the basis of the Algorithmic Transparency agenda. This section is called (1) ***eGovernment Policy*****:** Foundations of the Algorithmic Transparency Agenda and Strategy.

The "Organisational forms and Bureaucracy Networks" described in the TEF describe the multiple rules, organisational structures, and links between actors in eGovernment strategies. Based on the dimension of Structures of the Model for Improved Digital Governance, this framework element consists of the "mechanisms and bodies to integrate commitments into the city's normative/regulatory and operational work. Such structures may include the creation of a digital human rights officer role, external advisory councils, and community engagement processes "(UN-Habitat, 2022, p. 7). Therefore, we could assume that this second element corresponds to what was previously described as governance or the social ordering embodied in the coordination between actors and rules, using the definition of Katzenbach and Ulbricht (2019). The second section of the results will describe this last area, focusing on the construction and related concepts around Algorithmic Governance in the case of Amsterdam in a section called (2) **Organisational Structures and Bureaucratic Networks** – Algorithmic Governance in the City of Amsterdam.

Furthermore, ICT or "Technologies" in this research will be the specific technological tools that are part of a digitalisation strategy and are affected by policy and governance decisions, which also have bilateral effects (Cordella & Iannacci, 2010). Based on the Model for Improved Digital Governance, the dimension of tools involves: "methods and resources aimed at the implementation and mainstreaming of human rights in various aspects and areas of a city's digitalisation strategy, and by raising awareness on human rights in the digital landscape (UN-Habitat, 2022, p. 7). Given that the policy area to observe is algorithmic transparency, the technologies to evaluate can be either the same digital tools that allow algorithmic transparency in the city (Algorithmic Register in the case of Amsterdam) or the technologies that are sensible when assessing the protection of digital rights in terms of algorithmic transparency (technologies that use algorithms). Following the logic of the Model for Improved Digital Governance, the case will describe the specific case of Amsterdam's Algorithmic Register as a specific tool introduced to operationalise the intention (policy aim) to make city algorithms transparent, which in this case will be the Enacted Technology to study. The algorithmic register, the ICT to study, will be described and discussed in the section called (3) **ICT** - Specific Tool of Algorithmic Transparency: Algorithmic Register.

From an algorithmic transparency perspective, the use of the eGEF is also justified by the findings of Giest and Grimmelikhuijsen (2020), stating that there are different levels of analysis of algorithmic transparency and that their dynamics are worth researching further. In this case, the levels are a Macro-level, which describes the institutional perspective of decision-making (parallel to the "Policy" area of the eGEF); the Meso-level which analyses organisational and team level (relevant to the "Organisational forms and Bureaucracy Networks" section) and finally a micro level, that focuses on individual attributes and implications of algorithmic transparency (also associated to the last section of the eGEF; as the individual part of the governance structure of the city administration). Examples of the interactions between this dimension presented by Giest and Grimmelikhuijsen (2020) can be seen in the following figure:

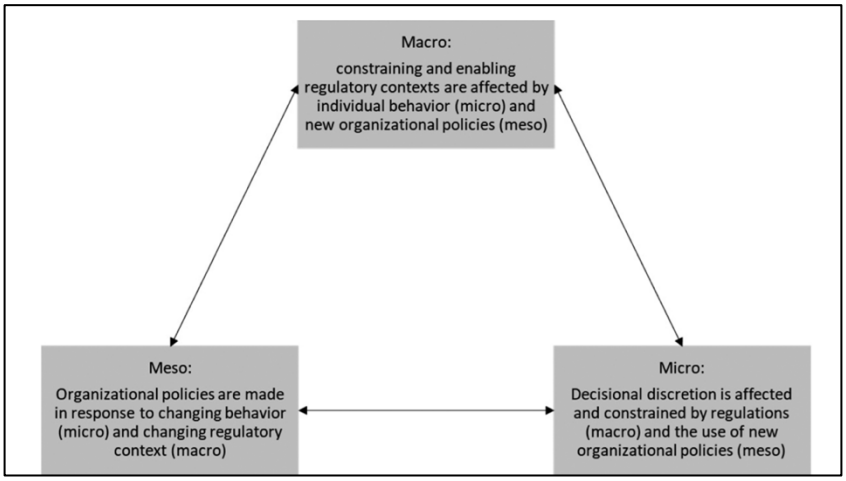


Figure 5: Studying algorithms and algorithmic transparency from multiple levels of analysis (Giest & Grimmelikhuijsen, 2020, P. 415).

The model shows the same dynamism between different levels of policy introduction in that case specifically for algorithmic transparency. This gives validity to the selection of the eGEF for the case of algorithmic transparency.

The authors exemplify: "For instance, algorithmic transparency in government decisions will lead to different expectations of algorithms usage amongst bureaucrats and citizens. These expectations may result in new norms and a change in regulatory frameworks. How and whether such shifts take place is subject to debate and needs further empirical investigation" (Giest & Grimmelikhuijsen, 2020, p. 415). Justifying the need for the research and the focus on the interactions between the different levels of analysis in algorithmic transparency.

The TEF and the eGEF constitute a good theoretical base for this research as they give the means to understand the complex context of the case from an organisational point of view (Luna-Reyes et al., 2005), which is lacking in research regarding algorithmic systems implementation, that mainly takes a technical perspective for its analysis (van

Vliet et al., 2024). The eGEF illustrates the interdependency of enacted technologies with the bureaucratic networks or structures where it is located, defining variables of the organisation that will determine if and how technologies are implemented in a specific setting, meaning this includes elements like the enablers or berries for enactment. For this research, this unbundling is key, as we are looking to understand in depth one case that illustrates an "enacted technology", in this case, the Algorithmic Register in the case of Amsterdam, not only as a description of its objectives and use, but broadly on the context where it was designed and implemented. The TEF defines that the *enactment of technology* can be implemented in a way that reproduces previous structural and organisational arrangements and forms that shape the public institution (Fountain, 2001), giving justification to, therefore, understand the context where a case is presented for the introduction of a specific technology. Following the definition of algorithmic governance by Mäntymäki et al. (2022), this theory allows us to understand algorithmic governance in relation to other structures and levels of governance (data, ICT, institutional). The eGEF also defines the dimensions to code the interview data as the main elements of the institutional "context". This will allow for the initial deductive coding in the data analysis phase of the research to respond to RQ1 and therefore, the same coding for the enablers and barriers: RQ2. Finally, the identified key actors of the TEF are helpful in identifying the specific stakeholders that can have a relevant view of the context elements and governance structures in the case of Amsterdam. This way, the model also helps to map the interviewees for this research.

A second part of the results consists in the translation of the context elements, described through the eGEF, that turn out to be barriers or enablers for implementing algorithm transparency tools, such as Algorithmic Register.

The concept of *Enablers* will be defined based on COBIT 5, which defines *Enablers of IT Governance (ITG)*. ITG enablers are factors that individually or collectively impact the governance and management of an organisation's IT (Joshi et al., 2018; Henriques et al., 2020). These ITG enablers described by the COBIT 5 can be seen in the following areas of governance: principles, policies, and frameworks; processes; organisational structures; culture, ethics, and behaviour; information; services, applications, and infrastructure; and people, skills, and competencies (ISACA, 2018). Following this description, we could assume that *Enablers* are the factors or elements that positively impact the development of ICTs in an organisation. Positively means supporting or promoting the implementation and development of ICT solutions. In contrast, *Barriers* are the factors or elements that negatively affect ICT development, meaning factors that limit or interfere with the development of ICT solutions. To apply for the case then, the following definitions will be used:

- Enablers: factors or elements that individually or collectively impact positively (support or promote) the organisation's governance and management of algorithmic transparency.

- Barriers: factors or elements that individually or collectively impact negatively (limit or interfere) the organisation's governance and management of algorithmic transparency.

Some aspects of the context will be relevant to the case but not as enablers or barriers. Thus, the enablers and barriers become a subset of the insights from the context section of the Amsterdam case based on the three central dimensions of the eGEF: Policy, Structures and Technologies. As these enablers and barriers are part of the initial part of the algorithmic transparency implementation context, the *Enablers* and *Barriers* section will only include a list of the previously described elements and a discussion for the Enablers, for the Barriers and one contrasting both results. Each list of enablers and barriers will be categorised depending on the dimensions of the context (Policy, Governance or ICT), where these were identified initially, together with a short description of each, adding to new categories to categorise them could be of help for the later discussion of these results.

3.3 Methodology Design

This research will be conducted as a one-case study to deliver an in-depth analysis of one city case using the eGovernment Enactment framework (Cordella & Iannacci, 2010). The following section will develop the research methodology design from general to specific elements based on the structure of the Research Onion categories (Melnikovas, 2018). It will also justify the methodology design decisions for this research.

Starting with the research philosophy, the case study will follow an interpretative approach via qualitative research. The data is obtained mainly from interviews, complemented with desk research on strategy documents to describe the city's case and categorise the enablers and barriers to algorithmic transparency in Amsterdam. The conclusions will be based on the main insights arising from the Amsterdam case in their implementation of algorithmic transparency. The value of interpretivism research over positivist research, as explained by Ponelis (2015), is that understanding an issue comes from the social constructions made by human actors. In this case, the value of the data comes from the interpretation of participants - city officials and interviewees - over the areas of the research topic - in this case, the city’s policy, governance, and technologies and the relationship with transparency and accountability mechanisms. As presented by the Theoretical Framework, the eGEF (Cordella & Iannacci, 2010), implementing

eGovernance policy is complex and requires examining the context and interactions between the social, political, organisational and technological aspects. An interpretative lens allows the analysis of public sector reform to consider the environmental context: the political, institutional, and external forces that shape it to understand its outcomes (Gil-Garcia et al., 2018).

Regarding the research approach and strategy, this research seeks to build a city case as a technique for qualitative research. Case studies are comprehensive studies of a specific research unit that can be generalised to more units (Gustafsson, 2017). Ponelis (2015) describes many benefits of case studies, such as the possibility of using many research methods, establishing a closer relationship with the researched subjects, and obtaining detailed descriptions and in-depth insight. The author also describes how case study research is appropriate for descriptive studies, which aligns with this research's aim and research questions. Also, case studies are broadly used for digital government research (Hatfield et al., 2021)

In terms of the academic relevance of the study, much literature has been developed on normative proposals and recommendations of how algorithmic transparency can be introduced in governmental institutions. However, not much is developed in the actual experiences of introducing concrete mechanisms and the effects, enablers, and barriers to their introduction, even less at the local level, as presented in the problem definition. This shows the need for this study, but also how the case study is a correct selection for the research method, as it presents a concrete experience and example, in the case of Amsterdam, of the application of an initial phenomenon as it is the introduction of a policy agenda with a human rights perspective (digital rights in transparency and accountability) in a technological setting, and with the implementation of a specific tool for algorithmic transparency. Amsterdam is a good case considering the last, as few cities are so advanced or have implemented an algorithmic register yet.

Benbasat et al. (1987), described by Hafseld et al. (2021), show three arguments for using case studies on information systems and digital technologies. One initial reason is that case studies enable researchers to observe the development of digital technologies within their natural environments, in this case, public institutions like the City of Amsterdam. A second reason for choosing case studies is that the method facilitates answering “how” and “why” questions, which helps understand the nature and complexity of the processes involved. As the main research question of this thesis is a “How”, which seeks to find a descriptive elaboration of the strategy implementation of the selected case, it becomes another justification for this election of data collection. Finally, the case study approach is ideal for exploring areas where new insights are needed due to a lack of prior studies.

Regarding the second research question, which seeks to investigate the undefined enablers or barriers to algorithmic transparency implementation and the lack of research on these matters, conducting an in-depth case study is appropriate for gathering the necessary data and analysing the complexities inherent in digital transformation projects.

One limitation of case studies, especially for one case study, is that with a small number of cases, generalisation to other contexts is not recommended or easy to achieve (Tsang, 2014). This research proposes that exploring one case as a detailed and described example of policy implementation can be a research objective without generalising the conclusions to other cities or contexts. In this case, this could become an *Intrinsic Case Study*, as described by Creswell and Poth (2016), where the focus is on the case itself as it portrays a unique or relevant case to study and understand. Following the last, this research is validated by the level of advance on the topic by the city of Amsterdam among most cities in the CCDR, which makes it a leading example in the field.

For the definition of the research time horizon, the study will focus on the application of transparency and accountability efforts being developed by the city, so the research will be time-framed from the moment of the introduction of the policy decision to incorporate transparency and accountability mechanisms. This corresponds to a cross-sectional time horizon frame, meaning a specific portion or selection or time for the data collection strategy, in contrast with a longitudinal study (Melnikovas, 2018).

This research will gather data in two central moments: firstly, for the context construction of the case with secondary data and secondly, through interviewees as a primary data source. Secondary data will be gathered through literature review and desk research. The literature review will seek to find academic papers that address the context of the research and specific content related to the case study by searching the combination of significant consents and phrases: “Digital Rights”, “Algorithmic Transparency and Accountability”, “Local Governments”, “City of Amsterdam”, “Algorithmic Registers”, “Algorithmic Governance”. The desk research will be conducted using the policy papers, public documents, and strategy documents from the city and other related organisations (CCDR, UNHABITAT, Global Observatory of Urban AI, AlgorithmWatch, Ada Lovelace Institute, and other related NGOs or academic institutions). The reason for using non-academic papers is that not much specific research is available on the specific case of this research (Schuitemaker et al., 2024), but also that these documents make policy and normative rules and definitions relevant to research on governance structures for the context of the case.

For the primary source of data, this research will develop semi-structured interviews with present and former city officials in charge of the digitalisation strategies of the cities,

more particularly around the work of digital rights, assuming that they are the ones aware of the different levels of analysis on the research: Policy, Governance and Technologies. The list of roles of the interviewees is detailed in Table number 3:

Table 3: List of interviewees for the research on Amsterdam's Algorithmic Transparency case.

N°	Short name	Interviewee	Section in Appendix	eGEF Actor
1	*Digital Rights Expert*	Digital Rights in Local Governments Expert from UN-HABITAT	II	No group
2	*Former DR Lead Barcelona*	Former Team Leader of Digital Rights in the City of Amsterdam and Coordinator of the Cities Coalition of Digital Rights from Amsterdam	III	Group C
3	*Former DR Lead*	Former Project Manager on Digital Rights of the Barcelona City and Coordinator of the Cities Coalition of Digital Rights from Barcelona	IV	No group
4	*Algorithmic Team*	Conjunct interview with the Algorithmic Team of the City of Amsterdam - Amsterdam Policy Officer A - Amsterdam Policy Officer B - Amsterdam Policy Officer C	V	Group B
5	*Software Provider*	Amsterdam Algorithmic Register Software Provider Executive	VI	Group A
6	*Sensing LabPM*	Project Manager Responsible Sensing Lab from the AMS Institute	VI	No group
7	*Expert Algorithmic Transparency (Cataluña)*	Chief Innovation Officer of the Open Administration Consortium of a Region in Spain, Government digital transformation and algorithmic transparency expert.	VIII	No group
8	*Former (s) DPO*	Personal Data and Coordinating of the Advisory Board on Public Access and Information Management – Former second Data Protection Officer (DPO) of Amsterdam.	IX	Group B

This group was selected while doing the first literature review, trying to identify interviewees that could match each part of the theoretical framework depending on their area of work (policy, governance, or tools), but also trying to match with the identified actors of the same eGEF. The selection was optimal for finding interviewees for each of the three relevant actors of the eGEF. However, some of the selected interviewees did not have enough information to complement much on the case. Further reaching out to city officials to include more inside views was not possible, and this became a limitation for the study on data collection, as more internal interviews (Groups A and B) would have been beneficial.

Even though the risk of biases might arise on the interpretation of participants in the interviews, becoming a limitation, the views or individuals who participated in operations in the city are critical to analysing the link between the introduction of the policy agenda and the relevant issues on technical implementation, and so become valuable sources of qualitative data for research (Fountain, 2001).

In terms of tools for data collection, there are many phases to cover this section. Creswell & Poth (2016) describes seven main phases for data collection: (1) Locating site/individual; (2) Gaining Access and Making Rapport; (3) Purposefully Sampling; (4) Collecting Data; (5) Recording information; (6) Resolving Field issues; and (7) Storing Data. These steps will be used for the data collection tool for interviews.

The (1) location of the site/individual is related to identifying the correct profiles to interview in this case. For this research, having parts of the case (for example, the Digital Rights policy Agenda) that are external to the institutional space of study (Municipality of Amsterdam), it is also worth evaluating the story of the construction of that context (context and ush for the Digital Rights Agenda beyond Amsterdam) and to do this is necessary to have input from individuals outside the institution - via collaborators that have worked with city officials on the policy area (UN-HABITAT) and the technology design and implementation area (AMS Institute). At the same time, the most significant focus of the research is on the governance elements that enable or limit implementation, and there is a need to identify internal participants as data sources, like city officials, that work directly on the research topic. (2) *Gaining access and making rapport* is done in this research through initial contact with officials from the UN-HABITAT and the coordinators of two cities (one of them from the selected case) from the CCDR. After contacting these participants, the rest of the interviewees were asked to use the snowball method as a reach-out strategy (Atkinson & Flint, 2001). As the authors describe, snowball or chain sampling "identifies cases of interest from people who know people who know what cases are information-rich" (Creswell & Poth, 2016, p.127). The risk of snowball reach-out is the dependency on interviewees to get new links. This phase was limited to the initial plans in this research, which implied the need to seek other interviewees independently of the snowball method through participants. The (3) *purposeful sampling* comes after identifying the proposed interviewees to evaluate if these are a good fit for data collection. This is done by doing desk research and explaining the research objectives to the individuals before their participation. The last allows participants to withdraw from the process if they find they are not suited and to share previous data with the researcher to have more context before the interview.

For the case of the interviews of this research, the four last steps occur at the same time as the interview. To prepare for the interviews, an interview guide has been designed to define the most relevant questions, with a summary of the context information delivered by the interviewees of the previous literature review. During the online recorded interviews, the questions are asked, and participants respond verbally, leaving in the recording of the same video record. The record will be helpful to save as a data backup, and the same platform delivers transcripts to later work over them. The data is stored in two forms: video and transcript of the interview. The list includes the transcripts for the interviews from Annex 2 - 8. Three interviews were done in Spanish, so each annexe contains the Spanish version and, later, the translated version of the interview in English.

For the second data source for results, a simple desk (also known as desktop) research will seek strategy guidelines and city documents or case studies that develop on the case of algorithmic transparency in Amsterdam. The desktop research will be conducted using internet search engines while conducting the literature review, but the interviewees can share documents during interviews.

The case will use the analytical framework for the data analysis strategy, defining the three elements described before eGovernment Policy, eGovernance Structure and Technologies. This framework will be helpful for the data collection of the interviews, which will be applied in the interview questions by structuring the interview sections and questions around these, and later, as macro themes on a descriptive theme coding analysis.

The thematic analysis will allow an easier understanding of the data given the case's complexity (Creswell & Poth, 2016). The procedure for this analysis will be to first categorise the data in initial Macro codes and later identify specific themes as elements of governance of the city that relate to and are relevant for the implementation of algorithmic transparency mechanisms, and later, classify these elements and their specific description in the case, as enablers or constraints for its implementation. This way, the coding of the interviews will have two tasks: (1) Classification of the macro-themes and (2) identification of micro-themes inside Macro-themes. Macro themes are defined by the research questions and theoretical framework presented above:

1. **eGovernance Policy** - Policy Agenda of Digital Rights and Algorithmic Transparency Strategy Foundations
2. **Organisational Structures and Bureaucratic Networks** - Algorithmic Governance in the City of Amsterdam.
3. **ICT** - As a specific tool of Algorithmic Transparency, Algorithmic Register

4. **Enablers -** for Algorithmic transparency and Algorithmic Register implementation
5. **Barriers -** for Algorithmic transparency and Algorithmic Register implementation

The coding will have a hybrid approach (Fereday, 2006). It will be firstly deductive, as it will include a set of predefined themes (Macro-themes mentioned above) based on the pre-selection of broader categories based on the theoretical model eGEF plus enablers and barriers, but also allow an inductive approach to the data, as it will accept other content not considered in the framework, to categorize the insights in themes insife each macro theme in the form of topics of discussion. Hence, the semi-structured interviews make sense as a data collection technique.

At the same time, coding will use two methods: Descriptive Coding for identifying Themes and Values Coding for the theme's classification (Vaismoradi et al., 2016). Theme development in qualitative content analysis and thematic analysis. As interpretative research, identifying and classifying each theme as an enabler or constraint for transparency implementation is based on the interviewees' views, experiences, and knowledge.

Creswell and Poth (2016) describe the steps applied to case studies for the data analysis phase. The first step is (1) *Data Managing: Create and organise files for data.* As described before, the interview data will be stored as text transcripts in document format. The documents will be formatted in the same structure, and the names will be anonymised.

The second step is (2) *Reading, memoing: Read through text, make margin notes, form initial codes*. The first coding effort will be done on the transcripts using themes based on the main elements of the eGEF: (a) E-Government Policy, (b) Organisational forms and Bureaucracy Networks, and (c) ICT. Two other categories will be added to the initial coding: Enablers and Barriers for enactment. The selected phrases will be copied and organised in a spreadsheet, including a section for the relevant phrases that might not match the initial codes but are relevant to highlight for further analysis.

The third step is (3*) Describing: Describe the case and its context.* This will be done with the previously selected content from the literature research and desk research and, in this step, complemented with the primary sources. The fourth step is (4) *Classifying: Use categorical aggregation to establish themes and patterns.* As mentioned before, classification is the primary analytical technique, as the final objective is to classify the elements of governance that are barriers or enablers for implementation. The fifth step is (5) *Interpreting: Use direct interpretation or develop naturalistic generalisations.* This

step allows the identification and categorisation drawing of the main insights and conclusions of the study. This will be done by contrasting all the sources of data with triangulation, which is helpful for the validation of the data (Creswell & Poth, 2016). Triangulation will be done in a descriptive format, going theme by theme. This research does not intend to follow a generalisation of the insights of the data, so this will not be conducted in the analysis. The final step is (6) representing and visualising: presenting an in-depth picture of the case (or cases) using narrative, tables and figures. This last step considers the redaction and visualisation of data in this research's Results and Discussion section.

Finally, the research will end with the conclusion section. The conclusion will start with a summary of the main findings of the results and a discussion section as a response to the research question. It will later describe the overall implications of the results for the case but to a broader significance, primarily to deliver considerations that will be translated into recommendations for other cities when designing their own algorithmic transparency and accountability strategies. As mentioned before, the objective is not to generalise the selected case to other contexts but to highlight vital considerations to address, from the policy design to its implementation in similar settings.

Given the last described research methodology, this research can also be explained further as a process, described chronologically based on steps as follows: (1) Literature review and desk research; (2) Data Collection; (3) Data Analysis; (4) Case Construction and (5) Conclusions. Figure 7 summarises the process as follows:

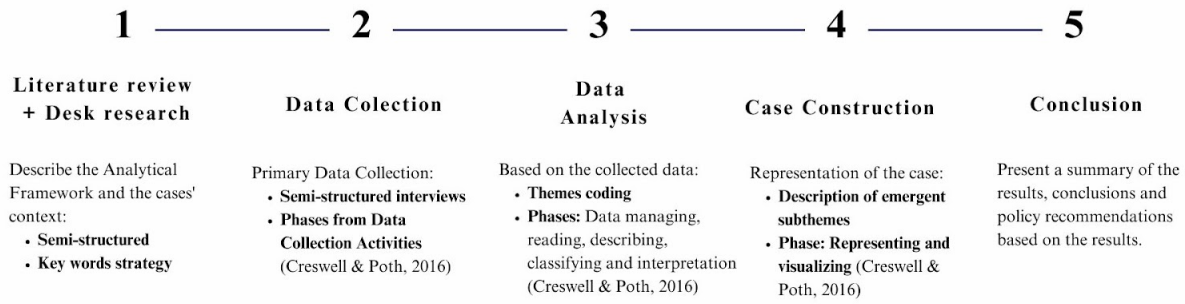


Figure 6: Research process diagram.

3.3.1 Research design limitations

Yin (2017) states that to ensure rigor in case studies, it is necessary to declare the variables that might affect the study to test the validity of the results. Internal validity will be ensured then, by considering the biases encountered in the study and proposing mitigation strategies for overcoming them. For the case of the lack of control groups for comparison of the results, a characteristic of one-case studies as there is no comparison point to test

the result is a limitation for this research. To mitigate the last described risk, this research included interviewees with a broader perspective on the topic who have worked with multiple cities (Digital rights expert) or have experience in similar cases (interviewees from the City of Barcelona or Cataluña region). Even though these interviews primarily give insights about the case of Amsterdam, they also contrast their insights with those of other cities or regions, making a point for comparison and decreasing the risk of lack of comparability for internal and external validity of the research. Furthermore, the use of the Theoretical Framework to guide the study is also a mitigation strategy to provide external validity to the case study (Yin, 2017).

Other potential limitations for case studies and qualitative studies, in general, include biases that may arise from the selection of interviewees and the researchers' biases during analysis. To triangulate insights from the study a final interview was conducted after reaching the saturation level of data collection. This interview served as a validation step, corroborating the identified enablers and barriers for algorithmic governance and transparency in Amsterdam, summarizing the entire constructed study. This interview provided a final verification of the collected data, its analysis, and the conclusions drawn mitigating internal validity risks.

A specific limitation for the researcher is the language barrier. Many policy papers and document might be in Dutch given the case of Amsterdam. Technological tools will be used to provide support on translating documents like Google Translator or Deepl. Also, interviewees will be conducted in English and Spanish for the Spanish speaking interviews, but as the researcher native language is Spanish, this is not a risk. Transcripts will be all in the original language and also the translated version for the interviews in Spanish.

A final potential limitation of case studies is their incapacity to generalize to other cases. Yin states that the objective of the case study is not to create a representation of the entire population through generalizability. As mentioned, this study aims to be an intrinsic case study (Creswell & Poth, 2016), meaning that the value is the insights from the case itself and not the intention to apply to other cases.

4 Results and Discussion

The following section describes the research main results together with the discussion of the case of Algorithmic Transparency in Amsterdam. The structure is based on the theoretical framework, the eGEF, selected for categorising the results and to give a logical order for the case: from broader to more specific elements of the case going from (1) policy formulation, (2) Algorithmic Transparency governance and (3) the specific selected ICT tool, the Algorithmic Register. Based on the information of the case, the results and discussion will conclude detailing and discussing the (4) enablers and (5) barriers to developing algorithmic transparency strategies in Amsterdam.

4.1 *eGovernment Policy*: Foundations of the Algorithmic Transparency Agenda and Strategy

The first part of the results is aligned with the eGovernment Policy element of the eGEF (Cordella & Iannacci, 2010). Specifically, this section will describe the history that led to the introduction of the digital rights agenda in Amsterdam, the elements of the context that shape the policy introduction, the intersection with its other digitalisation or digital ethics policies in the city, and the central policy aims in terms of algorithm transparency.

4.1.1 History of Policy Introduction of Digital Rights and Algorithmic Transparency Agendas

As mentioned by the former human rights officer of the City of Amsterdam, one of the main foundations for the introduction of digital values that are behind the current algorithmic transparency strategies and the mechanisms that implement them stems from the definition of City Data Values called Tada Principles (Former DR Lead, Personal communication, April 11th, 2024). In 2017, a coalition of civil society organisations, the innovation office of the City of Amsterdam, representatives from academia, and private sector companies conducted a series of workshops to establish these data values. They coined the acronym Tada, representing six core values. Two of these principles are related to algorithmic transparency: Principle 3. *Tailored to the people* and principle number *5. Open and Transparent*. The principles are described in Table number XXX based on the publicly available website of the Tada values (Tada.City. (n.d.) (a)).

The definition of the Tada principles came at a politically crucial moment, just after the Dutch municipal elections of 2018. The principles were also communicated across the city with eye-catching branding and focused on public interest (Former DR Lead, Personal communication, April 11th, 2024). As described by the former Digital Rights Lead in Amsterdam, the known and highly supported values by the City civic society, the

candidates for election of the city administration saw the opportunity during the election period to adopt these principle definitions to tailor their policy agenda in their campaigns, which translated after the elections into political endorsement of the principles and commitment on the part of the elected politicians, making the policy introduction in a bottom-up logic initially and later politically endorsed.

Having less pressure from other branches of government, local governments can adopt city strategies in a more straightforward manner and for the case of algorithmic transparency, they are also closer to the citizens and the service provision, making it easier and more approachable to make algorithmic systems transparent, says the digital rights in local governments expert (Digital Rights Expert, Personal communication, April 11, 2024). Following this logic, the political impulse for policy transformation in local governments could come from the city's political leadership. In Amsterdam, after the introduction of the Tada Values, the new City Government Coalition of the Dutch Green Party (GroenLinks), Democrats 66 (D66), the Socialist Party (SP) and the Labor Party (PvdA) adopted the values as a guide for the digitalisation strategy to come, by adopting them in the digitalisation manifesto of the city for the coming four years (Tada, (n.d.) (b)). The support of a progressive government is coherent with these values and the support of strategies of digital rights as the topic aligns with a progressive political stand (Former DR Lead, Personal communication, April 11th, 2024). This support for the manifesto translated into a mandate for the introduction of a strategy of ethics in technology, also giving a political view for the design and use of technology in the city, which led to a posterior task of defining the operationalisation of these values in the city administration (Organisational Structures and Networks in the eGEF):

> "And these six values ended up in the Council agreement, the political ambitions for the next four years. And the ambition was to implement data ethics, these six values into the city and that's when I started there. So, my first assignment was, [...] We have six, abstract values. How do we implement them in the city?

Before operationalising the ethical vision of technology in Amsterdam, it was necessary to understand the current digital policies in place. This analysis found fragmented policies within the city, such as local enforcement of data protection and privacy, data security, and open government regulations (Former DR Lead, Personal communication, April 11th, 2024). This could reflect a vertical silo work inside government administrations, cities included, significantly affecting efficiency in the introduction and management of technological development (Bannister, 2001).

Although initiatives needed coherence and alignment, different interviewees mentioned the value of having a stable and working data governance in Amsterdam, which

subsequently facilitated the design of algorithmic governance strategies, validating the intersection of algorithmic governance and data governance from the model of Mäntymäki et al. (2022). The positive influence of the previously defined data governance in Amsterdam will be described further in the following section.

4.1.2 Collaboration with other cities through International Networks

The concern over ethics in digital transformation in the city of Amsterdam led to cooperation with other cities, funding in 2018 with the City of New York and Barcelona, and the Cities Coalition for Digital Rights (CCDR, (n.d.) (a)). In a quest for international positioning and connection with other cities in a similar state of development of digital ethics, the Coalition is defined as a "network of cities helping each other in the greenfield of digital rights-based policy-making" (CCDR, (n.d.) (c)). The former leader of the CCDR from the City of Barcelona states that the initial alignment to work in collaboration came from the acknowledgement that these cities share the same high-level values for implementing technology (Former DR Lead Barcelona, Personal communication, March 26th, 2024). This implies that the definition of "values" is a suitable mechanism of collaboration alignment to match similar initiatives and organisations and ensure coherence on a conjunct strategy (Macedo & Camarinha-Matos, 2017). For that, the definition of these principles or values is determinant, as it also is a basis for the collaboration between different organisations. In the case of the CCDR, the Tada values were a base for the definition of the principles of the CCDR (Former DR Lead, Personal communication, April 11th, 2024). Table 4 shows Amsterdam's Tada values and definitions and the CCDR's principles with its definitions.

Table 4: Tada Values and CCDR principles
(Own creation with data from Tada.City. (n.d.); CCDR (n.d.). (c))

Amsterdam's Tada Values	CCDR's Principles
(1) Inclusive: Our digital city is inclusive. We take into account the differences between individuals and groups, without losing sight of equality.	**(1) Universal and equal access to the internet and digital literacy:** Everyone should have access to affordable and accessible internet and digital services on equal terms, as well as the digital skills to make use of this access and overcome the digital divide.
(2) Control: Data and technology should contribute to the freedom of people. Data are meant to serve the people. To be used as seen fit by people to benefit their lives, to gather information, develop knowledge, find room to organise themselves. People stay in control over their data.	**(2) Privacy, data protection and security:** Everyone should have privacy and control over their personal information through data protection in both physical and virtual places, to ensure digital confidentiality, security, dignity and anonymity, and sovereignty over their data, including the right to know what happens to their data, who uses it and for what purposes.

(3) Tailored to the people: Data and algorithms do not have the final say. Humanity always comes first. We leave room for unpredictability. People have the right to be digitally forgotten, so that there is always an opportunity for a fresh start.	**(3) Transparency, accountability and non-discrimination of data:** Everyone should have access to understandable and accurate information about the technological, algorithmic and artificial intelligence systems that impact their lives, and the ability to question and change unfair, biased or discriminatory systems.
(4) Legitimate and monitored: Citizens and users have control over the design of our digital city. The government, civil society organisations and companies facilitate this. They monitor the development process and the resulting social consequences.	**(4) Participatory democracy, diversity and inclusion:** Everyone should have full representation on the internet, and the ability collectively to engage with the city through open, participatory and transparent digital processes. Everyone should have the opportunities to participate in shaping local digital infrastructures and services and, more generally, city policy-making for the common good.
(5) Open and transparent: What types of data are collected? For what purpose? And what are the outcomes and results? We are always transparent about those aspects.	**(5) Open and ethical digital services and standards:** Everyone should be able to use the technologies of their choice, and expect the same level of interoperability, inclusion and opportunity in their digital services. Cities should define their own technological infrastructures, services and agenda, through open and ethical digital service standards and data to ensure that they live up to this promise.
(6) From everyone - for everyone: Data that government authorities, companies and other organisations generate from the city and collect about the city are held in common. Everyone can use them. Everyone can benefit from them. We make mutual agreements about this.	

The definition of principles of the CCDR was not only inspired by the values of the founding cities but has also been a driving force as a policy diffusion mechanism, inspiring the definition of values and policy aims of other initiatives and cities. The UN-Habitat expert on digital rights in local government states that the Digital Rights Charter of the City of Brussels draws principles from the CCDR and also from the European Digital Rights (Digital Rights Expert, Personal communication, April 11, 2024; Digital Helpdesk for Cities, 2024).

Another collaboration relevant to the case of Amsterdam is the link with Eurocities. Eurocities is a network of 200 cities in Europe, financed by the European Union, and is

the joint working coalition to represent mayors and cities of Europe in European representative bodies such as the European Parliament in Brussels (Eurocities, (n.d.)). Regarding advocacy at the digital policy level, Eurocities allows cities to have a voice in European-level regulations. One example, mentioned by the human rights commissioner of Barcelona, is how their participation as a coalition has allowed them to participate in the debate on the EU's Artificial Intelligence Regulation: the AI Act (Former DR Lead Barcelona, Personal communication, March 26th, 2024). As it will be mentioned in the next section, the AI Act, also has implications at the governance level on how algorithmic transparency strategies are implemented (Algorithmic Team, Personal Communication, May 21st, 2024), showing a bilateral link between the policy and governance area, as stated by the eGEF (Cordella & Innacci, 2010). The following subsection will develop the implications of European regulations for algorithmic transparency strategies in Amsterdam.

4.1.3 Regulatory context for Policy Introduction of Digital Rights and Algorithmic Transparency agendas

4.1.3.1 GDPR

Regarding the regulations, some significant considerations exist in their link with the local algorithmic transparency strategies. The General Data Protection Regulation (GDPR) of the European Union is a global reference for data protection and security regulations (Phillips, 2018). Such regulation is a fundamental factor in how cities design their governance and data protection mechanisms since it not only defines legal impositions on public institutions but also helps to define standards for understanding and evaluating risks of technologies, and with this also serves as a normative framework for designing governance of technologies (Former DR Lead Barcelona, Personal communication, March 26th, 2024). The GDPR is a regulatory framework supporting the creation of data governance (Janssen et al., 2020), part of the digital governance of an institution. The GDPR also works as a framework for algorithmic governance by influencing global AI governance norms, focusing on privacy and user consent to use their data (Walter, 2024). As algorithms work with data, when this one corresponds to citizens' data, GDPR here is where the regulation applies to algorithms, too.

4.1.3.2 AI Act

The AI Act established Transparency of AI as a critical principle and states in Article 4a(1)(d), "AI systems shall be developed and used in a way that allows appropriate traceability and explainability" and that for high-risk algorithms must be introduced in a

Register containing basic information of the system (Annex 7, Article 49). The last version of the AI Act was approved in May 2024 and will come into action two years after its official publication.

Considering the parallel dynamics between data and algorithmic governance, one might expect AI regulation to be a normative framework for algorithmic governance. However, some limitation apply to regulate broadly algorithmic governance. The regulation has a risk-based approach, where its primary focus is on risk analysis of the deployment of algorithms, which has become the focus of regulation on AI Systems (European Commission, 2024). The AI Act presents a mechanism for analysing risky algorithms and rules to act over these. While it does not entirely restrict their use to high-risk algorithms, it does define minimums and extra checks when they meet these characteristics (Digital Rights Expert, Personal communication, April 11, 2024). Also, its application will come into force at least two years after its publication in 2024 (European Commission, 2024), so the impositions of the regulation are not yet applicable.

The AI Act demands the registration of high-risk AI systems in an EU database by providers or responsible institutions seeking access to their basic information. Even though this measure is relevant for the transparency of AI algorithms, it does have limitations for a broader algorithmic transparency perspective as it leaves out non-high-risk algorithms that can still be relevant to citizens and algorithms used in services (public and private) that are not part of AI systems, taking in consideration that AI is an algorithmic-based technology. However, many systems are not machine-learning technologies and, therefore, not AI systems (Future of Life Institute, (n.d)). This could become a risk for algorithmic transparency as some non-AI algorithms can still have big repercussions for citizens life's (Former DR Lead, Personal Communication, April 11th, 2024). Additionally, the database it's not a register as it only states basic information about the systems, but not a detailed description of its logic. Annex VIII of the AI Act established the information of the database, which contains two points regarding the explanation of the algorithms/models:

> 6. "A basic and concise description of the information used by the system (data, inputs) and its operating logic" (Future of Life Institute. (n.d.) (b))
>
> 12. "Electronic instructions for use; this information shall not be provided for high-risk AI systems in the areas of law enforcement or migration, asylum and border control management referred to in Annex III, points 1, 6 and 7" (Future of Life Institute. (n.d.) (b))

It is important to note that the information solicited is a register for the relevant information of the algorithm, but not the algorithms itself and the key information to understand how it works. This point limits the explanation (point 6) of algorithms to a concise description and the accessibility of algorithmic transparency, defining areas as exemptions for registration. Criticism arises when analysis this and other issues of the AI Act, stating that the approved regulation would not be enough to make AI systems transparent broadly so consequently not achieving public scrutiny effectively (AlgorithmWatch, 2024).

The implication here for the case of Amsterdam at the policy level is that the AI Act pushes for more algorithmic transparency overall for all institutions as it imposes a risk analysis over them, especially on the use of high-risk algorithms. However, it was not a requirement to support the strategy implementation of algorithmic transparency in Amsterdam as the strategy started being developed years before the regulation. The city had already designed their own risk management analysis tool before the AI Act started to be discussed (Algorithmic Team, Personal Communication, May 21st, 2024).

4.1.3.3 Netherlands National Algorithmic Registry

The Digital Rights expert declares that, in general, there are no solid political incentives to promote algorithmic transparency because the political costs of finding unfair or discriminatory policies are too high (Digital Rights Expert, Personal communication, April 11, 2024), and there is no specific regulation for algorithmic transparency in most cities. Transparency implies public scrutiny of public policies and services, and in this case, of algorithms in which one might unknowingly act unfairly or incorrectly, having enormous implications, like in the case of the Netherlands with the high repercussions of the resignation of the Dutch government because of the benefits scandal in 2021, described in the context section of the case in the literature review. The inference the expert makes is that given this high political cost, few cities and governments commit to algorithmic transparency, which makes cities that do declare it in their digital agenda values of algorithmic transparency and apply it in concrete tools stand out more (Digital Rights Expert, Personal communication, April 11, 2024). The massive criticism and resulting concern of the Dutch scandals and the active Dutch civic society around digital rights in the Netherlands set up a clear need for mechanisms to protect digital rights, for the development of ethical technologies and the importance of algorithm transparency initiatives to proliferate at different governmental levels (El Yassini, 2022). By the end of 2021, the Dutch parliament approved a motion to create a national algorithm register (van Vliet et al., 2024). With the introduction of the AI Act, the Dutch government is making it mandatory for public entities to disclose an algorithm register in the future. The

obligatory aspect of the subject prompted numerous government bodies in the Netherlands to explore ways to implement an algorithm register. The National Algorithm Register of the Netherlands now includes details on 340 algorithms utilised across 116 government organisations (Schuitemaker et al., 2024). By 2025, all relevant algorithms for citizens, dependent on public institutions, will be included in the National Register, as stated in the Agenda for Values-driven Digitalisation (van Huffelen, 2022). Like the introduction of the AI Act, the implication that every public institution in the Netherlands must introduce algorithms in their registers is very supportive of the work of the algorithmic team since it sets a normative impulse beyond the current value statements and digitisation strategies of the city (Algorithmic Team, Personal Communication, May 21st, 2024).

4.1.4 Administrative, Political and Social Context for Policy Introduction

4.1.4.1 Bottom-up Policy Diffusion of Digital Rights

An important insight gained from the interviews is that in the case of the Agenda of Digital Rights, pushed primarily by Amsterdam, Barcelona and New York through the CCDR, its impulse has been vigorously promoted at the local/municipal levels, more than in a top-down logic where a Policy is defined at the central/national level and then implemented at the local level (Former DR Lead Barcelona, Personal communication, March 26th, 2024; Digital Rights Expert, Personal communication, April 11, 2024; Former DR Lead, Personal communication, April 11th, 2024). The example of Amsterdam has been used as inspiration and guide for National and even AI regulation implementation (Former (s) DPO, Personal Communication, July 1st, 2024), promoting policy diffusion from the local to the national and supranational levels.

Different assumptions can be drawn to find reasons for the capacity to introduce bottom-up policy diffusion; one cause could be the higher levels of decentralisation that exist in Europe's cities, which gives them greater decision-making power, whereas the Netherlands, with its decentralised structure, proves to have high levels of local influence of decision making in higher levels of government compared to the rest of the EU (European Commission, 2023). The expert on digital rights states that the local level also has less pressure from parliamentary levels or lobbies so that they can make decisions regarding their digital policies much more freely (Digital Rights Expert, Personal communication, April 11, 2024). The expert also declares that cities, compared to the central level, have more tools to make their systems and services accountable, being closer to the provision of services (Digital Rights Expert, Personal communication, April 11, 2024). Another possible reason for the interest in pushing human rights-focused

policy from the local level may come from the more progressive policy proposals put forward by the leadership of these cities: more progressive in general than smaller or non-urban cities in the case of Europe (Huijsmans et al., 2021). The former Amsterdam representative on these issues states that the protection of human rights is a progressive issue and that this policy aim becomes a tool to engage with other cities pushing the same agendas and that collaboration supports local implementations (Former DR Lead, Personal communication, April 11th, 2024).

4.1.4.2 Active Civic Society and Aligned Political Agendas in the Netherlands and Amsterdam

A final element relevant in the case of Amsterdam is the existence of an active and sensible civic society to issues around digital rights, who are knowledgeable about the issues and have pushed for concrete proposals, for example, in the case of Amsterdam by participating in the definition of digital values of the city (Former DR Lead Barcelona, Personal communication, March 26th, 2024; Former DR Lead, Personal communication, April 11th, 2024). On a country level in the Netherlands, groups of digital activists supported the research and the positioning of the topic on the policy scandals (AlgorithmWatch, 2020). These communities are joined by groups of civil society and social entrepreneurship innovators in Amsterdam who have been vital in supporting the development of policies on ethical technology and digital rights (Former DR Lead Barcelona, Personal communication, March 26th, 2024). Furthermore, Amsterdam seems to have a more sensible media and press ecosystem towards this topic, probably influenced by the Netherlands scandals and history of cyber activism too (Former DR Lead Barcelona, Personal communication, March 26th, 2024). The cases of scandals in the misuse of algorithms in the case of Amsterdam stand out, mainly because of their effect on the resignation of the Dutch government in 2020 (Cath & Jansen, 2022; Schuitemaker et al., 2024; van Vliet et al., 2024; AlgorithmWatch, 2020). The scandals on the central level led to a loss of confidence in the government, which is used as a justification for the need to work on the transparency of algorithms in Amsterdam (El Yassini et al., 2022). All interviewees who worked in the city of Amsterdam or in collaboration with the city mentioned how these scandals were instrumental in driving the city's algorithmic transparency strategies (Software Provider, Personal Communication, May 27th, 2024); Former DR Lead, Personal communication, April 11th, 2024; Former DR Lead Barcelona, Personal communication, March 26th, 2024).

After the introduction of the Tada values, academic institutions were also supporters of the implementation of the policies and the definitions of the specific governance and tools for implementation, for example, through the Amsterdam Institute for Advanced

Metropolitan Solutions (AMS), says the project manager of the project Responsible Sensing Lab (Sensing Lab PM, Personal Communication, April 19th, 2024). The last demonstrates the support of the academic world in Amsterdam for implementing ethics in the city.

4.1.4.3 Algorithmic Transparency Policy

In a comparative logic between Amsterdam and Barcelona, even though both cities are among the most advanced in developing the digital rights agenda, the former representative of Barcelona states that transparency is an element that stands out in Amsterdam over Barcelona. In the case of Barcelona, there are other principles to prioritise, for example, digital inclusion, which in the case of this city is more relevant given its greater social inequality (Former DR Lead Barcelona, Personal communication, March 26th, 2024)

The belief that transparency is a digital value that generates good governance is also a driving assumption behind its introduction as public policy. The service provider for the algorithmic register states that this last assumption became a big policy driver to work on AI Governance and responsible AI before there was any regulatory pressure in the cases of Amsterdam and Helsinki (Former DR Lead Barcelona, Personal communication, March 26th, 2024). This policy driver created alignment between the cities of Amsterdam and Helsinki to work together on the algorithmic transparency mechanism of the Algorithmic Register with the company Saidot, which was also developing technological solutions in the area.

4.2 Organisational Structures and Bureaucratic Networks - Algorithmic Governance in the City of Amsterdam.

As described in the theoretical framework section, the Organisational Structures and Bureaucratic Networks of the eGEF are all the formal and informal organisational structures and elements that shape the design, implementation, and use of technology (Fountain, 2001; Cordella & Iannacci, 2010). The following section will develop the insights from interviewees that are coded around structures of eGovernance in the City of Amsterdam, and relevant literature and policy documents.

The "Grip of Algorithms" policy paper provides a comprehensive overview of the governance framework developed by the City of Amsterdam to ensure the responsible use of algorithms in the city (El Yassini et al., 2022). The authors state that the governance of algorithms in the city must state (1) define duties and responsibilities, (2) risks and

mitigations for the use of algorithms, (3) the information needed to make transparent, and (4) the responsible party over the algorithms used in the city.

The City of Amsterdam conceptualises their Algorithmic Transparency strategy in the playbook: “Grip on algorithms, Approach and tools for a responsible use of algorithms in Amsterdam”. The City of Amsterdam developed a model for algorithmic transparency, known as the Algorithm Lifecycle Approach, to ensure the responsible use of algorithms within municipal services. The policy document is part of the digital City agenda and defines seven tools to make Amsterdam’s algorithms fairer and more transparent (El Yassini et al., 2022). The seven tools are (1) Algorithm Register, (2) Contractual Terms, (3) Objection procedure, (4) Governance, (5) Audit, (6) Bias analysis and (7) Impact Assessment. The Algorithmic Governance, described in section number (4) of the strategy, will be developed in the next section, Organisational Structures and Bureaucratic Networks, and the specific example of the Algorithmic Register (3) will be described further in the section ICT. These sections will combine the desk research primarily based on the algorithmic strategy described in the document: “Grip of Algorithms” by El Yassini (Coordinator Algorithms Amsterdam) et al. (2022) and the critical insight from the interviews with experts and city officers of Amsterdam.

4.2.1 Life Cycle of an Algorithm

The Algorithmic Governance of Amsterdam is based on the Algorithm Lifecycle Approach, which aims to understand the use of algorithms to develop, manage, and archive algorithms used by the municipality. The Algorithm Lifecycle Approach deploys tools, information management and archiving, standards, and further development of existing tools such as the Algorithm Register (El Yassini et al., 2022). This approach ensures quality and transparency by focusing on the entire lifecycle of algorithms, from inception to deployment and involves the following stages (El Yassini et al., 2022, p. 11):

1. Management requests an Algorithm.
2. Determine Algorithm Intent.
3. Set-up Process.
4. The algorithm is developed or purchased.
5. Deploy Algorithm.
6. Stop and archive.

Figure 7 shows an adapted version of the Life Cycle of an Algorithm, translated to English from Dutch:

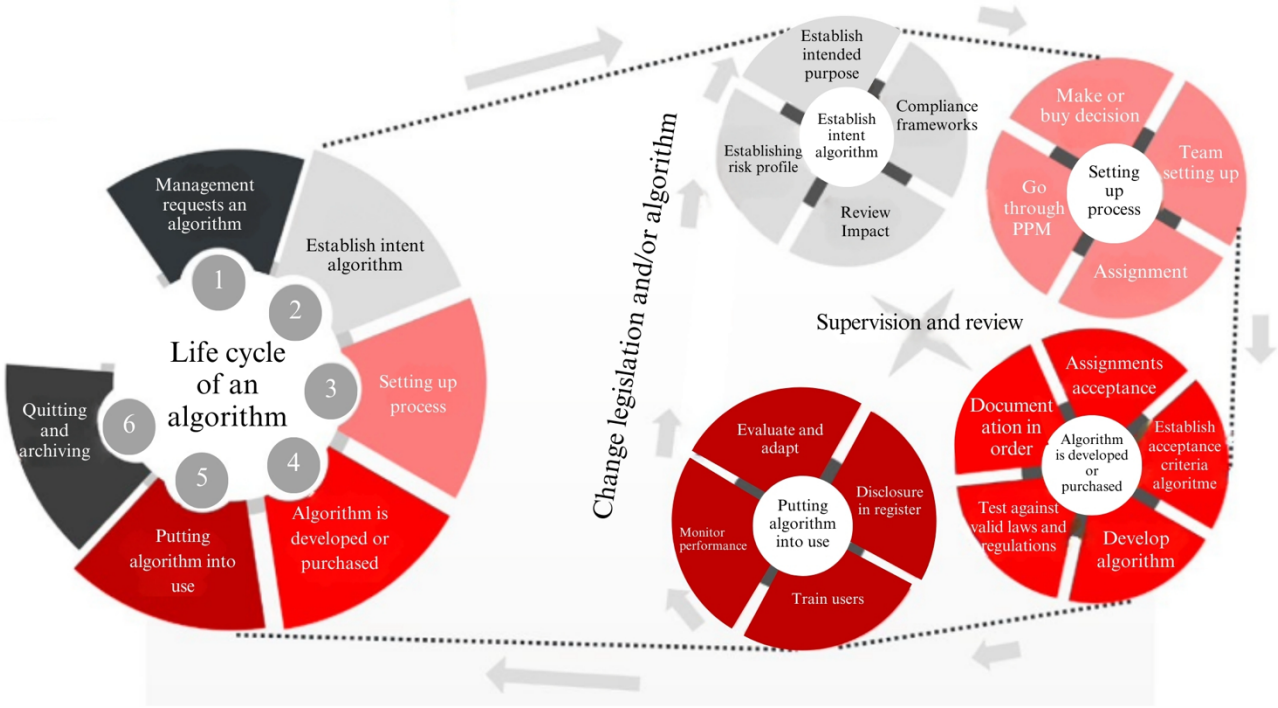


Figure 7: Life Cycle of an Algorithm from the "Grip of Algorithms" policy paper (El Yassini et al., 2022, p. 11) translated to English.

Each cycle stage is supported by specific tools and processes to ensure transparency and accountability. Phases 2, 3, 4 and 5 have internal cycles. For example, for phase 5. Deploy an Algorithm, the internal cycle of that phase considers:

1. Make Public in Register.
2. Train users.
3. Monitor Performance.
4. Evaluate and adapt.

This same phase of the overall algorithmic governance is where transparency has a more significant role, and the Algorithmic Register becomes the primary transparency tool. Further description of this technology to implement algorithmic transparency will be developed in the following section: 3. ICT.

The algorithmic team of Amsterdam states that a lifecycle approach is a tool that shows the governance of algorithms in the city, giving a high-level overview of processes for algorithmic management in the city (Algorithmic Team, Personal Communication, May 21, 2024). The provider of the Amsterdam Algorithm Registry states that it is relevant that institutions can integrate transparency into the whole governance lifecycle of algorithms and not only as a regulatory requirement (Software Provider, Personal Communication, May 27th, 2024).

This will allow for integration between governance and transparency models. Following this logic, we can see how transparency efforts in the model are evidenced at different stages: at the procurement stage with the contractual terms, at the moment of the algorithms' use, being published in the registry or as a consideration at the audit stage. This integration of transparency at a cross-cutting level in algorithmic governance is a relevant consideration as a "good practice" for algorithmic governance design for other cities when building their algorithmic governance strategies so that algorithmic transparency is not left as a decoupled element, as highlighted by the software provider of the algorithmic register (Software Provider, Personal Communication, May 27th, 2024). Therefore, having a model to understand the use of algorithms in the city also supports the work towards defining a systemic and comprehensive strategy that focuses on the complete lifecycle of city algorithms.

4.2.2 Algorithmic Governance and Data Governance

UN-Habitat's expert explains that algorithmic transparency strategies inherit previous experience from introducing data policies and governance in the past (Digital Rights Expert, Personal communication, April 11, 2024); as explained in the previous Policy section, the GDPR promotes data governance. As Janssen et al. (2020) state, the foundation of Trustworthy AI (and therefore ethical algorithmic models) is Data Governance. The author proposes that data governance should also introduce accountability in algorithms; however, data governance still focuses on data privacy and security (Janssen et al., 2020). The senior advisor and former second DPO, of Amsterdam states that algorithmic and data governance even if different are parallel structures that are highly interconnected (Former (s) DPO, Personal Communication, July 1st, 2024). The service provider of the algorithmic register, also an expert in algorithmic governance, states that it is essential to differentiate data and algorithmic governance as separate elements, but that previous data governance is helpful to build over structures and processes for algorithmic governance (Software Provider, Personal Communication, May 27th, 2024). The lack of specific regulation for algorithmic governance becomes a barrier as cities do not have guidelines or a regulatory framework to design algorithmic governance (Former DR Lead Barcelona, Personal communication, March 26th, 2024; Digital et al., Personal communication, April 11, 2024). For this last point is important to note that the AI Act will not be active until 2026. Therefore, previous city data governance in Amsterdam supports the implementation of algorithm governance as it is a knowledge and structure base from which to learn. However, a substantive regulatory framework that further shapes algorithmic governance for European cities is still on hold.

An example of the parallel development of both governance structures - algorithmic governance and data governance - specifically in transparency is the existence of the

Sensor Register of Amsterdam, which makes the information about sensors used in public spaces in Amsterdam transparent. The Sensor Register in Amsterdam publicly shares information on all professional sensors in public spaces via an online map detailing the data collected and the responsible party. Stickers on sensors collecting sensitive information provide URLs to the map for more information. (OECD, 2023). In the case of Amsterdam, the Sensor Register and the Algorithmic Register become specific tools and examples of the applications of Data and Algorithmic Governance, respectively. As mentioned, digitalisation strategies on related topics support new strategies, from the design of the governance (data and algorithmic) to the specific tools to implement (Sensor and Algorithmic Register).

Specifically for open government issues, the Digital Rights Expert (Digital Rights Expert, Personal communication, April 11, 2024) states that some repeating patterns are coming up around algorithmic transparency discussion that was seen in the open government policy discussion previously, and some mistakes in the setting of these agendas. Algorithmic transparency is defined, as in the case of Open Data, as a challenge when interpreting transparency as the same concept of openness, missing the element of explainability. There is criticism, exposed by the literature (Diakopoulos, 2020; Ananny & Crawford, 2018), that transparency is perceived as the final objective, being solved by merely exposing the models or codes in a public form in the case of algorithmic transparency. Here lies the importance of understanding the explanatory element of transparency: the algorithmic transparency policy must design mechanisms that not only make algorithms public and open but also understandable to citizens in order to ensure accountability, a challenge that Open Data policy agendas also face in different levels (Peixoto, 2012; Matheus et al., 2021). The last is not a barrier to transparency in itself, but rather a relevant consideration for the design of open algorithmic tools and a space to evaluate the connection from transparency to accountability, even though outside the scope of this research, nevertheless meaningful to explore in future research.

4.2.3 History of Policy Governance Implementation - From Data Ethics to Algorithmic Transparency

In order to understand the actual model of algorithmic governance in the city of Amsterdam, it is key to review the history of its design and implementation, coming from the initial definition of the Tada Values in 2017, which had a broader perspective and had the objective of introducing Data Ethics in the City of Amsterdam. This process is marked by strategic initiatives and collaborative efforts to embed data ethics and transparency into municipal governance.

4.2.3.1 Capability-Building Strategy for Tada Values Implementation

After defining the Tada Values, the subsequent phase involved integrating data ethics into practice and policy. This was achieved by working closely with various teams within the city, using agile methods and conducting numerous workshops to navigate ethical dilemmas that the different areas of the city might face (Former DR Lead, Personal communication, April 11th, 2024). The goal was to motivate and train public servants to understand the ethical dilemmas that new technologies were posing in the city administration, which required convincing and engaging various city officials and teams:

> "With these workshops, we wanted to empower teams to learn those skills [Data Ethics] and then start training the trainers program so that more people could learn those skills. We started a kind of; we call that a *Coalition of the Willing*, also like an informal community where we organised meetings or readings about the topic" (Former DR Lead, Personal communication, April 11th, 2024, p. 5, Annex 2.).

This capacity-building and reflection on data ethics created a group of ambassadors trained and motivated to champion the cause of data ethics and its operational areas across different departments despite initial resource constraints. The interviewee declared that for the initial years, she was the only person in the city with the responsibility of developing this strategy in the city of Amsterdam, so it became mandatory to recruit motivated officials from other areas to support her work (Former DR Lead, Personal communication, April 11th, 2024).

4.2.3.2 Political Endowment for Tada Values Implementation

Political oversight was instrumental in pushing for collaboration across different areas of the city administration. The efforts for the introduction of Data Ethics in Amsterdam were endorsed mainly and monitored by the City Councilors of the governing coalition in the city, which made it a requirement for different departments to push for the implementation of these values in the daily work (Former DR Lead, Personal communication, April 11th, 2024). Regular inquiries from councillors about the progress of implementing data values ensured accountability for the process. This oversight facilitated horizontal and vertical collaboration among officers to integrate these values into the broader bureaucratic framework.

> And that meant that, the City Counselor would ask every now and then, how's it going with these values? And what are you doing to implement these values? So I worked, together with colleagues on a horizontal level and on a vertical level (Former DR Lead, Personal communication, April 11th, 2024, p. 6, Annex 2.)

In this regard, it is relevant to highlight that political endowment and monitoring are enablers for policy implementation, especially when there is no specific regulation for the topic (Former DR Lead Barcelona, Personal communication, March 26th, 2024). This implies that political compromise and support are key for developing and sustaining the efforts when no mandatory requirements exist to make cities work on ethical issues in a proactive way. Furthermore, the push on this initial strategy of data ethics is also the backstory for the introduction of more specific topics, like algorithmic governance, meaning that this initial political support and pressure to introduce data ethics in Amsterdam was also a promoter for the later introduces strategy of digital rights and the later specification on algorithmic transparency.

4.2.3.3 Role of the Innovation Department in Early Policy Adoption

This effort is also required to work with multiple areas of the city. A key facilitator of city collaboration was the already established innovation department of Amsterdam (Former DR Lead, Personal communication, April 11th, 2024). The city's large innovation department, the CTO (Chief Technology Office) Innovatieteam of the Municipality of Amsterdam, collaborates with all municipal departments to drive innovation in the city. They focus on projects with themes such as e-health, circular economy, smart mobility, sharing economy, cooperation with start-ups, and innovative procurement (Amsterdam Donut Coalitie, (n.d.)). This department straddled the line between innovation and policy, taking a proactive stance on related topics (ethics, digital rights, algorithmic governance) and supporting the process for new technologies to integrate into the city's policy framework on the introduction of Data Ethics in Amsterdam and as an early supporter of the implementation of the algorithmic Register, before the algorithmic team took charge of the topic of algorithmic governance (Former DR Lead, Personal communication, April 11th, 2024: Software provider, Personal communication, May 27th, 2024)

4.2.4 Leadership and Stewardship of Algorithmic Governance in Amsterdam

As described in the policy paper “Grip of Algorithms, the City of Amsterdam Executive has established the Amsterdam Personal Data Committee to provide independent oversight and ethical assessment of data processing for algorithm use (El Yassini et al., 2022, p. 11). The committee's advisory role encompasses laws and regulations, social and ethical insights, and technological developments. It offers guidance, particularly when deviations from ethical principles occur, or questions about algorithm usage arise. In 2021, the Amsterdam Personal Data Regulations were expanded to include algorithms, data ethics, digital human rights, and the exposure of personal data, reflecting the

committee's commitment to comprehensive and responsible data governance in Amsterdam (p. 11).

The Algorithmic Team in Amsterdam was established through a progressive alignment of political will and administrative development (Former DR Lead, Personal communication, April 11th, 2024). Initially, data ethics in the municipality was merely the definition of the principles of the Tada values. Literature backs up the limitations and complications of translating policy aims and principles into actionable and concrete governance structures and tools to achieve these policy principles, specifically for algorithmic governance (Stix, 2021). The turning point in the case of Amsterdam that supported the translation from policy intentions to concrete work on algorithmic transparency came when the government demanded a comprehensive self-assessment of the city's performance on ethics and human rights in the digital context (Former DR Lead, Personal communication, April 11th, 2024). This assessment highlighted the need for institutional support and improvements, providing the necessary impetus for creating a dedicated team. The former Team Lead of Digital Rights seized this opportunity to propose and secure resources for the Algorithmic Team, ensuring that the city's ethical commitments were translated into actionable procedures, processes, and policies (Former DR Lead, Personal communication, April 11th, 2024). This institutionalisation was crucial to avoid "blue washing" - making ethical claims without substantive action in the field. By embedding the Algorithmic Team within the city's organisational structure, Amsterdam moved beyond principles and promises to establish the institutionalisation of algorithmic governance through the creation of a functional unit/team, making this an essential element of policy ownership and demonstrating the importance of leadership to give sustainability to the algorithmic governance work in the city. Barcelona's digital rights officer emphasises the importance of human resources in implementing and driving strategies to promote digital rights and algorithmic transparency (Former DR Lead Barcelona, Personal communication, March 26th, 2024). She states that public policy mandates work when people are driving them. Hence, it is essential to define a specific team in the city to drive this work, such as the team in charge of algorithmic governance in the case of Amsterdam.

4.2.5 Algorithmic Transparency Enforcement Over External Service Providers

Enforcement capacity in Amsterdam's algorithmic governance involves a mix of internal audits, external reviews, and public transparency mechanisms like the algorithmic register or the procurement guidelines (El Yassini et al., 2022). Various interviewees highlighted challenges and strategies in place to ensure compliance with governance standards and ethical guidelines. When considering specific enforcement for algorithmic transparency,

there is a relevant issue concerning the capacity of making algorithms open when these are bought or provided by external service providers (Former DR Lead, Personal communication, April 11th, 2024; Former DR Lead Barcelona, Personal communication, March 26th, 2024; Digital Rights Expert, Personal communication, April 11, 2024; Algorithmic Team, Personal Communication, May 21st, 2024).

Procurement guidelines for algorithms in Amsterdam ensure that third-party providers meet the city's standards for transparency, fairness, and accountability (El Yassini et al., 2022). The digital rights expert highlights that algorithmic transparency should be integrated to procurement from when a technology is acquired or a system is commissioned (Digital Rights Expert, Personal communication, April 11, 2024). The interviewee emphasised that transparency must be explicitly incorporated into procurement procedures whenever technology is purchased, or a vendor is requested to develop a decision-support system. According to the interviewee, this proactive approach to transparency-by-design is currently lacking in practice in most cities. Contrary to them, the City of Amsterdam has already implemented complementary AI procurement conditions to ensure algorithmic transparency (El Yassini et al., 2022, p. 11). These contractual terms, established in November 2020, mandate that third-party providers of algorithmic applications disclose specific information about the algorithms used by the city. The procurement clauses build on ethical guidelines from the European Commission's High-Level Expert Group on Artificial Intelligence and Amsterdam's digital ethics policies as a founding member of the Cities Digital Rights Coalition (El Yassini et al., 2022, p. 8). The Procurement Guidelines are intended to enhance public trust by providing precise and accessible information about the AI systems employed by the city. To further align with evolving regulatory frameworks, the procurement clauses have been revised to be consistent with the European AI Act (European Commission, 2022). The procurement team stated that a multidisciplinary group, including legal experts from the city office and AI specialists from the consulting company KPMG, addressed questions on defining algorithms, forms of transparency, and issues like IP and data ownership. Early versions of the clauses were discussed with ICT suppliers, who generally supported the need for transparency in public tasks but raised concerns about the extent of transparency and the protection of trade secrets (European Commission, 2022). The clauses serve as a practical template for other government and non-government organisations. The Coordinator of Algorithms in Amsterdam, Siham El Yassini, states that in collaboration with the procurement team, the algorithmic team established contractual terms for the acquisition of algorithms to enhance the negotiation power of the city, particularly when engaging with major technology companies or Big Tech companies. Effective negotiation often requires coordination at a national or even European level (El Yassini et al., 2022, p. 9).

A couple of problems limit procurement guidelines' use as a mechanism to ensure algorithmic transparency from external services. First of all, there is the problem of vendor capture. As mentioned in the literature review, the progressive influence of the NPM reform, as also reducing budgets and austerity measures for internal systems development and the externalisation of public services, creates a dependency of public sector institutions on private companies (Former DR Lead Barcelona, Personal communication, March 26th, 2024). As described by the UN-Habitat Digital Rights expert, cities often fall prey to vendor capture, where they rely heavily on private vendors that provide algorithms that are not explainable or understandable (Digital Rights Expert, Personal communication, April 11, 2024). These vendors sell the algorithms for their use in city services but retain the training data collected or the process to obtain outputs. This situation highlights procurement challenges and governance issues related to how cities innovate with technology through third parties, limiting their enforcement capacity for transparency. Local governments face limitations in this regard as they lack ownership of the data of the algorithms. Big tech companies benefit from these dependencies, as they might use city-input data to train their algorithmic models (Digital Rights Expert, Personal communication, April 11, 2024). External software providers who develop and maintain critical algorithms often view transparency as a risk to their competitive advantage. Vendors are reluctant to disclose details about their algorithms to protect their business models, which rely on proprietary knowledge they can use to sell the software/product to multiple cities.

Furthermore, the problem of vendor capture also extends to the same service providers even when there is the willingness to work towards including more algorithmic transparency. As the former Barcelona Digital Rights manager states, Big Tech companies encounter significant limitations in achieving algorithmic transparency, primarily due to the complex global technology and data market dynamics (Former DR Lead Barcelona, Personal communication, March 26th, 2024). During a recent meeting with representatives from major technology firms, it was highlighted that these companies face difficulties disclosing certain types of information because the data used in their algorithms is often purchased from third-party suppliers rather than directly owned. Consequently, the layers of the supply chain obscure full transparency, making it challenging to provide comprehensive details about data origins and processing methods to their own clients, in this case, cities (Former DR Lead Barcelona, Personal communication, March 26th, 2024). This dependency on external vendors and the broadening global data market complicates the enforcement of stringent transparency requirements.

Regarding the previously mentioned challenges, in this case study, there is a specific benefit compared to most cities: Amsterdam's capacity for internal software development. Unlike cities that rely heavily on external vendors for algorithm development, Amsterdam benefits from a dedicated department of data scientists and programmers and the city's intention to promote as much internal development as possible (Former DR Lead Barcelona, Personal communication, March 26th, 2024). This internal capacity enables the city to implement algorithms with transparency considerations from the start (Former DR Lead Barcelona, Personal communication, March 26th, 2024; Former DR Lead Barcelona, Personal communication, March 26th). In-house development is preferable as it allows for value-based d*esign*, integrating principles of inclusion, accountability, and privacy from the outset. Internal development, therefore, allows for a Transparency-by-Design approach to ICT tools in the city (Algorithmic Team, Personal Communication, May 21st, 2024). However, Amsterdam's capacity is limited. Some services must rely on external data or software providers, as internal development is expensive and resource-demanding (Former DR Lead, Personal communication, April 11th, 2024; Sengins Lab MP, Personal Communication, April 19th, 2024). Therefore, vendor capture significantly limits Amsterdam's algorithmic transparency efforts, even with its internal development capabilities.

Following this logic, smaller companies might better fulfil transparency requirements if they develop their own models without using external algorithmic models or data. However, the current market dynamics favour large, established firms, with more purchase and processing capacity of data, making it difficult to not procure with them and apply transparency practices, making the City of Amsterdam still dependent on Big Tech companies for some data and algorithmic service provision (Former DR Lead Barcelona, Personal communication, March 26th, 2024).

One example is Amsterdam's scanning cars provided by an external vendor to enforce parking regulations. These cars check licence plates and automatically issue fines for violations. The problem is that the vendor, not the city, controls the software and its decision-making processes. This makes it difficult for Amsterdam to fully understand and explain the software's criteria and decisions (Former DR Lead, Personal communication, April 11th, 2024). Specially considering the high negotiation power of Big Tech companies, where cities grow more dependent as local level negotiation is not significant, even Amsterdam being a relatively large one, compared to regional or national, where it might be closer in negotiation power (Former (s) DPO, Personal Communication, July 1st, 2014). Consequently, this lack of enforcement over software and data providers hinders Amsterdam's ability to ensure transparency and accountability in using algorithms for public services.

Thus, addressing vendor capture is a critical governance aspect that must be considered when implementing algorithmic transparency and tools like the procurement guidelines might not be able to mitigate this problem entirely, as immense tech providers negotiation power is too big or because there are previous contracts in place with decision making software providers, done before the guidelines were introduced (Former (s) DPO, Personal Communication, July 1st, 2024; Former DR Lead, Personal communication, April 11th, 2024; Digital Rights Expert, Personal communication, April 11, 2024). Although Amsterdam's procurement clauses are applauded as a good practice of algorithmic governance, evidenced by being the basis for the design of the Proposal for Standard Contractual Clauses for the Procurement of Artificial Intelligence (AI) (Naves & Rijcken, 2023), these clauses are often overlooked by procurement officers in the city of Amsterdam who fail to recognise their relevance to digital and data-related purchases, such as platforms for educational services, leading to underutilisation despite the effort invested in their creation (Former DR Lead, Personal communication, April 11th, 2024).

4.2.6 Capacity Building and Resistance to Change

Capacity building is a critical aspect of Amsterdam's strategy to implement algorithmic transparency. Interview insights reveal efforts to enhance the skills and knowledge of municipal staff through training programs and collaborative initiatives with academic institutions (Algorithmic Team, Personal Communication, May 21st, 2024; Former DR Lead, Personal Communication, April 11th, 2024; Sensing Lab PM, Personal Communication, April 19th, 2024). The UN-Habitat expert on digital rights declares the importance of permeating transversally within public institutions, the understanding of algorithmic transparency and its importance to all public servants of an institution and how this is necessary to develop through institutional capacities, which would also strengthen enforcement capacity within the city (Digital Rights Expert, Personal communication, April 11, 2024).

As mentioned above, the progressive work through awareness raising and capacity building for an ethical matter built from the definition of the Tada values triggered the interest and motivation for training by several city officials above initial resistance and the belief that privacy mechanisms were already in place and that that was enough for ethics around technology in the city. (Former DR Lead, Personal communication, April 11th, 2024). There was an imminent need in the city to talk to many different areas to engage and convince of the importance of ethics, digital rights and transparency concerns across departments (Former (s) DPO, Personal Communication, July 1st, 2024). Early adopter officials on ethics in the city started inviting and motivating other colleagues, creating a snowball effect to disseminate among city officials. Furthermore when there is

no obligation for implementing transparency mechanisms, city officials' motivations and value of transparency is a requirement for implementation, but city officials can only evaluate their use of technology critically when they understand these (Sensing Lab PM, Personal Communication, April 19th, 2024) On this basis, developing mechanisms for capacity building to understand algorithmic transparency can be facilitated by drawing on these previously motivated officials around data ethics.

At a later stage, specifically for the introduction of algorithm transparency, the algorithm team states that a different resistance arose from city officials, becoming a barrier to introducing algorithmic transparency. Lack of knowledge about algorithms, increased workload, and fear of using algorithms stemming from national scandals led city officials to resist the use and transparency of algorithms in various areas and departments (Algorithmic Team, Personal Communication, May 21, 2024). In addition, algorithms tend to be abstract and challenging to understand. As mentioned by the digital rights expert: "we are struggling with digital literacy, imagine with algorithmic literacy" (Digital Rights Expert, Personal communication, April 11, 2024, p.18 Annex 2b). The algorithm team deals with these resistances by introducing training, informational, and motivational mechanisms. For example, at the moment, the team works on a game that seeks to facilitate discussions and enhance awareness and understanding of algorithms and the Algorithm Register among its municipal employees in a more interactive and less formal setting (Algorithmic Team, Personal Communication, May 21st, 2024). In this way, internal capacity building in the city becomes a mobilising mechanism for public officials to enable algorithmic transparency initiatives in Amsterdam.

Local champions are mentioned in interviews as critical enablers for triggering processes and mechanisms of algorithmic transparency in Amsterdam (Software Provider, Personal Communication, May 27th, 2024; Former DR Lead, Personal communication, April 11th, 2024; Former DR Lead Barcelona, Personal communication, March 26th, 2024). These local champions are described from a political level (local governments), from initially supporting departments like the Innoteam (Innovation Team) to middle and lower management officials, such as those interested in pushing digital rights agendas in cities, to motivated officials in unrelated areas.

4.2.7 Collaboration Between Departments and strategic approach to ICT

Considering the importance of transversal capacity building for algorithmic transparency, ICT officials in charge of purchasing algorithms in the city must have the knowledge and skills linked to ethical and transparency considerations when purchasing technologies (Digital Rights Expert, Personal communication, April 11, 2024). For this, it is vital to rethink the logic of ICT departments in cities as a strategic area rather than merely a

support function area. In some municipalities, the traditional view of ICT has been to keep it as a horizontal service support, focusing solely on delivering and maintaining digital systems upon request. This limited perspective inhibits the potential for innovation and strategic alignment with broader municipal goals, as ICT departments are often seen as service units that execute predefined tasks without engaging in open dialogue about objectives, shared goals, or collaborative innovation opportunities (Former DR Lead Barcelona, Personal communication, March 26th, 2024). The Digital Rights expert mentions as an example the case of the development of the Brussels Smart City Strategy, in which discussions frequently required consultation with ICT departments being perceived as a blocking element in the process of strategy definition (Digital Rights Expert, Personal communication, April 11, 2024), showing that the ICT department was not seen as a key stakeholder for the design of the strategy but a support/technical area of consultation. This tension between innovation or smart city departments and ICT departments forms institutional arrangements that can generate conflicts when implementing cross-cutting strategies in different city areas, such as algorithmic transparency (Digital Rights Expert, Personal communication, April 11, 2024). In the case of Amsterdam, the former Digital Rights manager declares that coordination and cross-department collaboration is needed for the work on ethics and digital rights considerations in technological projects in Amsterdam (Former DR Lead, Personal communication, April 11th, 2024). The former (s) DPO, and senior advisor of the city, states that implementing these strategies require a multidisciplinary knowledge and diverse capacities to understand the complexity of algorithmic governance and the application of algorithms in the different areas of the city, meaning that collaboration and communication between different areas is needed to permeate the interest and motivation across the city but also for a technical knowledge needed to asses algorithms (Former (s) DPO, Personal Communication, July 1st, 2024). Literature validates this claim, establishing that inter-organisational collaboration can be a mechanism for dealing with the increased complexity that transparency mechanisms introduce in public governance (Ingrams, 2017).

Connecting with the capability-building strategy of the city, the literature shows that training in IT literacy across an organisation can ensure more capacity in team leaders for technological implementation and adoption and that ICT areas cannot lead an organisation alone in the process of digital transformation (Hsu et al., 2018). Furthermore, specifically for transparency, network knowledge management tools inside public institutions reduce the challenges and complexity that arise with Transparency mechanisms (Ingrams, 2017). This implies, for the specific case of algorithmic transparency in Amsterdam, that the strategy of capacity building inside the city can be an enabler of algorithmic governance but also that collaboration between technological

and functioning parts of the city is required for achieving algorithmic transparency. Collaboration between departments is facilitated through integrated governance frameworks and shared tools such as the Algorithm Register, which is used transversely across the city. Based on the interviews' insights and literature, cross-departmental cooperation is essential for addressing the multifaceted challenges of algorithmic governance.

4.2.8 City Networks

The City of Amsterdam actively engages in international collaborations and learning networks, such as the Cities Coalition for Digital Rights or Eurocities, to exchange best practices and glean insights from the experiences of other cities, as detailed in the literature review and introduction sections. Interviewees emphasise the significance of these networks not only for enhancing negotiating power in regulatory matters, such as interactions with the EU Parliament (mentioned in the Policy section of results) but also for facilitating the exchange of knowledge and experiences (Former DR Lead Barcelona, Personal communication, March 26th, 2024; Former DR Lead, Personal communication, April 11th, 2024; Former (s) DPO, Personal Communication, July 1st, 2024). This exchange enables cities to model and refine their governance structures and tools effectively, considering others as referents (Former DR Lead Barcelona, Personal communication, March 26th, 2024). Furthermore, the collaborative work with more advanced cities in these issues, such as Helsinki, has allowed the city of Amsterdam to work together and take advantage of cross-learning and resources, such as the use of the same platform provided by the company Saidot (Algorithmic Team, Personal Communication, May 21st, 2024).

Another relevant opportunity that networks create is the possibility to increase negotiation power to service providers. As mentioned previously negotiation power in the local level is not significant to demand algorithmic transparency to big tech companies, but in coalition of different cities or to the national and supranational leveles, there is a higher level of power to promote transparency in collaborative projects or procurement (Former (s) DPO, Personal Communication, July 1st, 2024).

4.3 ICT - Specific Tool of Algorithmic Transparency: Algorithmic Register

As mentioned in the methodology section, this research focuses on algorithmic transparency described by the policy, governance, and ICTs domains to understand the organisational aspects relevant to the enactment of technology in the City of Amsterdam. For the ICT domain, this research is specified in the most highlighted tool for algorithmic transparency in Amsterdam, the Algorithmic Register, to develop in this section. This

ICT section will start by giving an overview of the register, listing the existing projects accessible on the register, and describing its content to explain later the main elements that arise from the interviews and desk research concerning the Algorithmic Register specifically.

4.3.1 Description of the Algorithmic Register

As presented by the Ada Lovelace Institute (2021), Amsterdam and Helsinki are not only the first cities in the world to develop an Algorithmic Register but also the first public institutions to do so. Table 5 details the list of the mechanisms introduced for algorithmic transparency over time up to 2021.

Table 5: The first wave of Policy Mechanisms, before the Algorithm Register. Own creation adapted from Ada Lovelace Institute (2021, p. 9)

Name of Policy/Mechanism	Jurisdiction (Country)	Year
General Data Protection Regulation	EU	2016
French Digital Republic Act	France	2016
Act CXII of 2011 on the Right to Informational Self-Determination and Freedom of Information	Hungary	2018
Impact Analysis Guide for the Development and Use of Systems Based on Artificial Intelligence in the Public Sector	Mexico	2018
Advisory Council on the Ethical Use of AI and Data	Singapore	2018
California State Bill No. 10	USA	2018
Automated Decision-Making: Better Practice Guide	Australia	2019
AI Procurement Source List	Canada	2019
Directive on Automated Decision Making	Canada	2019
Moratorium on Facial Recognition	Morocco	2019
Fair Algorithms Starter Kit	Netherlands	2019
Policy Letter on AI, Public Values and Human Rights	Netherlands	2019
Data Ethics Advisory Group	New Zealand	2019
Principles for the Safe and Effective Use of Data and Analytics	New Zealand	2019
Testing New Technologies for Automation in Public Administration	Sweden	2019
Ethical AI Toolkit	UAE	2019
Artificial Intelligence Strategy for the Digital Government	Uruguay	2019
Automated Decisions Task Force	USA	2019
House Bill No. 118 on Pretrial Risk Assessments	USA	2019
City of Helsinki AI Register	**Finland**	**2020**
Guidance on Algorithms in the Public Sector	France	2020
Tamil Nadu Safe and Ethical Use of AI	India	2020
Amsterdam Algorithm Register	**Netherlands**	**2020**

The Cities Coalition of Digital Rights describes the algorithmic Registers of Helsinki and Amsterdam as successful cases to ensure the ethical use of AI and promote trust in government. The open approach builds citizen trust by making data processing and code development visible (CCDR, n/d (b)). Public code scrutiny ensures ethical considerations

in technology implementation (Floridi, 2020). The AI registers aim to establish trust and transparency, benefiting from city-level flexibility and addressing global challenges through city cooperation (Ghosh, n/d). One of the most relevant tools for algorithmic transparency described in the policy paper Grip of Algorithms of Amsterdam is the Algorithmic Register, defined as an overview of the city's algorithms in municipal services. The Register: “explains for each algorithm what it does, how it does it and whether it does it in an unbiased way” (El Yassini et al., 2022, p. 7).

Amsterdam’s Algorithmic Register was launched in September 2020 at the Next Generation Internet Summit, together with the City of Helsinki, becoming the first tool of this kind (open algorithms platform) implemented by cities (ITU, 2020). The collaboration between Amsterdam and Helsinki is coherent, given that both cities pursue the same goal of making the algorithm-based tools used by city services more transparent based on their established digitalisation strategies and policy aims (Software Provider, Personal Communication, May 27th, 2024). This intention is based on the growing use of artificial intelligence tools in these local governments, which was only expected to increase over time (City of Helsinki 2020). This project of building the algorithmic register was characterised by interdisciplinary collaboration, incorporating contributions from various areas of the municipality, including development, communications, and legal departments of both cities (Saidot, 2023). The development of the Algorithm Register involved collaboration with an external stakeholder as a private-public partnership with the technology company Saidot, which provides the platform for the register. The company defines the platform as: “a standardised, archivable, and easily searchable method to document every aspect of algorithmic processes.” (Saidot, 2023).

The main objectives of Amsterdam’s Algorithmic Register include enhancing transparency, fostering public engagement, educating about AI applications, and ensuring ethical governance of digital tools (Amsterdam Algorithmic Register, (n.d) (a)). The register promotes democratic values by enabling public scrutiny and feedback, ensuring algorithmic technologies are used equitably and transparently in public services. The public version of the register is stated as a beta version, meaning it is in development and will likely be changed in the future (Amsterdam Algorithmic Register (n.d) (a)).

By the middle of the year 2024, four projects are displayed on the Amsterdam Algorithmic Register (Amsterdam Algorithmic Register, (n.d) (b)):

1. **Automated parking control:** The project consists of a parking enforcement process that is automated through the use of scan cars equipped with cameras and AI-based technology, ensuring the city remains liveable and accessible by

managing its 150,000 street parking spaces (Amsterdam Algorithmic Register, (n.d) (c)).

2. **Illegal holiday rental housing risk:** The project consists of the use of an algorithm to aid the Surveillance & Enforcement department by prioritising reports of potential illegal holiday rentals (Amsterdam Algorithmic Register, (n.d) (d)).

3. **One-and-a-half metre monitor (retired)**: In response to COVID-19 social distancing guidelines, the Amsterdam-Amstelland Safety Region has implemented a monitor to encourage adherence to the 1.5 metres distancing rule (Amsterdam Algorithmic Register, (n.d) (e)).

4. **Reporting issues in public space:** The municipality offers an online reporting system enabling citizens to notify the local government of issues such as litter, maintenance problems, traffic hazards or public space disturbances (Amsterdam Algorithmic Register, (n.d) (f)).

For each project, a standard format of the register sets the content in the following sections and subsections:

1. **Overview:** showing title, picture, tags, description, link to service and contact information
2. **More detailed information on the system**
    a. **Datasets:** Key data sources utilised in developing and using the system and their content and utilisation methods. Subheadings separate the different data sources.
    b. **Human Oversight**: Human oversight during the use of the service.
    c. **Data processing:** The operational logic of the automatic data processing and reasoning performed by the system and the models used.
    d. **Non-discrimination:** Promotion and realisation of equality in the use of the service.
    e. **References:**
        i. Legal basis description
        ii. Live service address
        iii. Privacy policy address
    f. **Risk Management:** Risks related to the system, use, and management methods.
3. **User evaluation:** based on the question: “Was this information useful?”

4. **User feedback:** based on the prompt: “Would you like to give feedback? Your feedback will help us develop our algorithms further.”.

The content displayed in Annex 1 graphically shows the example of the Illegal holiday rental housing risk (Amsterdam Algorithmic Register, (n.d) (d)), with the specific sections mentioned above and their corresponding content. The following Figure 8 shows a screenshot of the overview content.

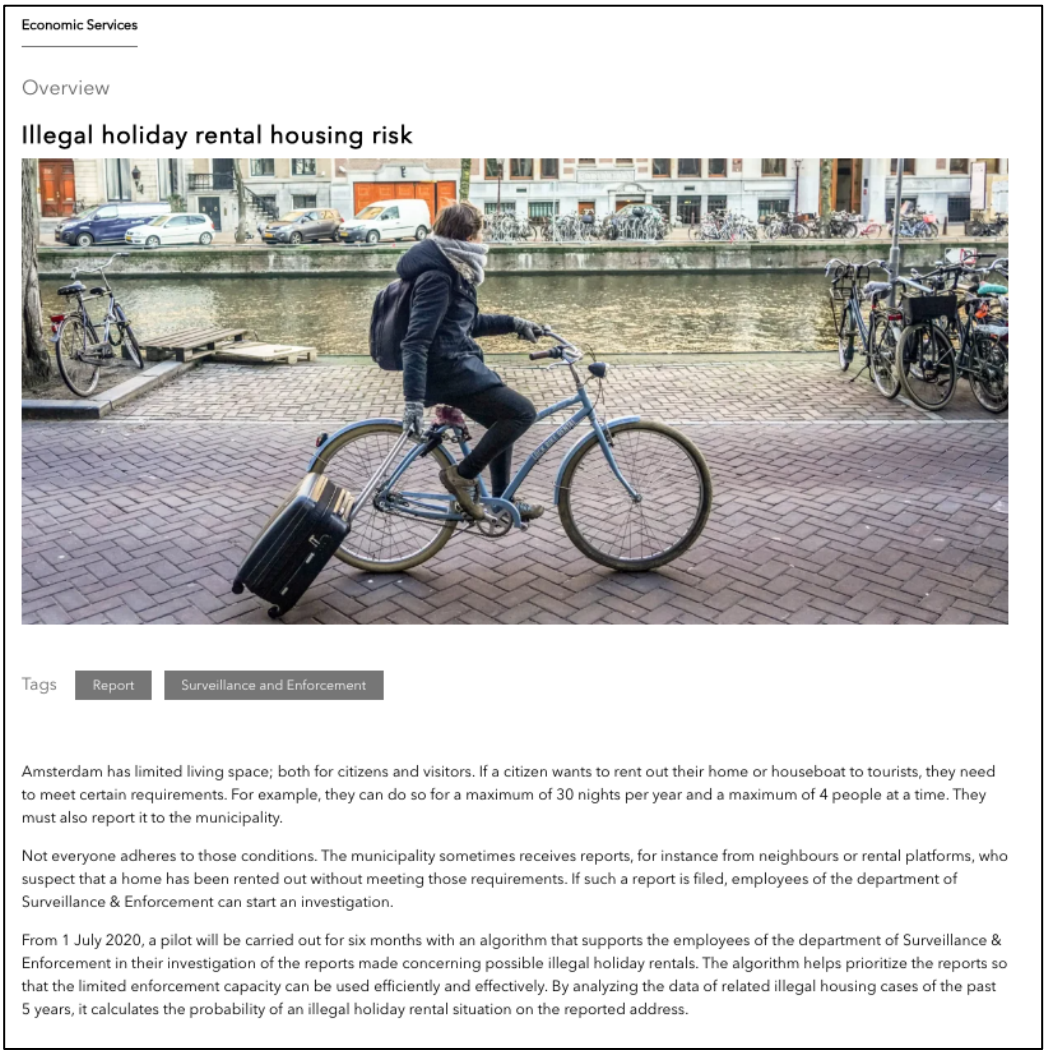


Figure 8: Screenshot of the Illegal holiday rental housing risk view on the Algorithmic Register of Amsterdam (Amsterdam Algorithmic Register, (n.d) (d))

4.3.2 Service Provider for the Tool: Saidot

The development and maintenance of the Algorithmic Register in Amsterdam is supported by Saidot, a Finland-based company specialising in AI governance. Saidot provides governance SaaS software that aids companies and government organisations in managing their AI portfolios systematically. Since their collaboration began in 2019,

Saidot has played a crucial role in conceptualising and launching the public AI register for Amsterdam and Helsinki (Software Provider, Personal Communication, May 27th, 2024) when both cities identified a mutual interest in AI transparency. The metadata model for transparency, developed by Saidot, provided a structured way to document algorithms, detailing purposes, data sources, operational logic, and potential impacts for citizens. This information was made publicly accessible through the Algorithmic Register, fostering transparency and enabling public scrutiny (Software Provider, Personal Communication, May 27th, 2024). The algorithmic team mentions how the company started being relatively small, and seeing them grow along with their collaboration has been rewarding (Algorithmic Team, Personal Communication, May 21, 2024). The early phase collaboration through a public-private partnership (PPP) was not pushed by an initial demand from the cities to develop a specific product for algorithmic transparency but rather a conjunct effort initially bound by mutual interest (in the case of the cities) with the experience of Saidot (Software Provider, Personal Communication, May 27th, 2024). Their joint work tried to understand how the common challenge of incorporating algorithmic transparency could be achieved. This PPP benefits all parties; on the one hand, the cities benefit from the public-private collaboration, especially with a smaller firm that can be more open to supporting the design process in an early phase without product definition.

On the other hand, through this public-private partnership, the company develops a business model for working with municipalities, which, as the service provider mentions, has a very different logic from private sector firms (Software Provider, Personal Communication, May 27th, 2024). This business model can expand to other cities as it is with the case of the newly introduced algorithmic register of Glasgow, provided by Saidot (Scottish AI Register. (n.d.). As both sides comment, the multi-sided benefits and the success of the PPP have been beneficial and, therefore, an enabler to support the strategies of algorithmic transparency in Amsterdam.

4.3.3 Selection and introduction of algorithms for the Register

Defining which algorithms to include in the Algorithmic Register involves several steps and criteria set forth by the algorithmic team. According to the Algorithmic Register team, algorithms are selected primarily based on the potential impact and risk associated with their use. The algorithmic team starts by creating a comprehensive list of all possible algorithms within the city's administration. This list is compiled based on the team's knowledge of the city’s operations and ongoing projects that likely involve algorithmic processes. The team leverages its understanding of various departments and functions to

pinpoint where algorithms might be employed (Algorithmic Team, Personal Communication, May 21, 2024).

Priority is given to high-risk algorithms, particularly those used in sensitive areas such as welfare benefits (Algorithmic Team, Personal Communication, May 21, 2024). The rationale is to ensure that algorithms with significant potential to impact citizens' lives are scrutinised first. Each identified team using risky algorithms undergo a series of checks and balances. These checks are designed to ensure that the algorithms are not only compliant with legal and ethical standards but also transparent and understandable to stakeholders. The check and balances mechanisms to verify risks in algorithms that the city of Amsterdam employs are done through Audits by the CIO office commissions or the Amsterdam Metropolitan Area Audit Office of 2022 (Rekenkamer Metropool Amsterdam [Amsterdam Metropolitan Area Court of Auditors] (2022)), the Bias analysis described in the Fairness Handbook of Amsterdam (Muhammad, 2022) or The Fundamental Rights and Algorithm Impact Assessment (FRAIA) (Gerards et al., 2022).

4.3.4 City strategies for a broader use of the Algorithmic Register

The team expresses that many colleagues in the city are unaware of the use of algorithms in their work, emphasising the importance of defining what constitutes an algorithm and when it is needed to assess its risk or need for transparency (Algorithmic Team, Personal Communication, May 21st, 2024). The algorithmic team also discusses the significant impact of algorithms, noting that even simple algorithms can have profound consequences for citizens, such as determining eligibility for benefits, but this is not always visible for city officials across the city, adding this as a barrier of lack of awareness of the importance of algorithmic transparency, specifically through the algorithmic register. This shows a need to permeate the awareness among city officials that algorithms that might seem harmless can have relevant implications for citizens. Using the register is a way to be transparent and understand these risks, as it requires previous analysis of these potential risks to identify the necessity of adding them to the register. The capacity for collaboration with multiple areas of the city, not only with technology-based ones, is necessary to raise awareness (Former DR Lead, Personal communication, April 11th, 2024) and previous work on the development of Tada Values or previous awareness work in data governance mechanisms is said to be a good precedent. Nevertheless, interaction with colleagues from other areas permeates the importance of transparenting these algorithms using the register. The last comes with potential resistance as it becomes extra work for city officials (Algorithmic Team, Personal Communication, May 21, 2024).

A relevant element supporting the spread of awareness and support for the use of the algorithmic register occurred when the central government introduced a National

Algorithm Register, which introduced a further realisation of the necessity for transparency across the city, supporting alignment with national policy (Algorithmic Team, Personal Communication, May 21st, 2024). The Work Agenda for Values-driven Digitalisation (p. 37-38) declared that by 2025, all algorithms relevant to citizens must be incorporated into a transparent national algorithm register (O'Riordan, 2022).

The description of the Algorithmic Team's role in identifying, analysing, and selecting algorithms for inclusion in the Register reveals that these tasks are carried out across various city departments. The team is responsible for contacting each department or unit where a potentially risky algorithm may be used (Algorithmic Team, Personal Communication, May 21st, 2024). This centralisation of algorithm identification tasks indicates that the strategy does not permeate across different areas but operates within a siloed organisational structure. Such isolated silo work, a common characteristic of public institutions and local governments (Bannister, 2001), hinders the development of algorithmic transparency strategies because it centralises the functions of algorithmic transparency within the Algorithmic Team rather than embedding them as fundamental responsibilities within each department or unit. However, even though initially, the officers had to actively pursue various teams to emphasise the importance of the algorithm register, over time, this proactive approach has led to a significant shift: now, many product owners independently seek out the officers for guidance on algorithm usage and the necessary procedures (Algorithmic Team, Personal Communication, May 21st, 2024), giving value for the collaboration needed across departments explained in the previous section. To further enhance awareness and understanding, the municipality has implemented several initiatives. These include educational campaigns, such as creating short videos that explain what algorithms are, the purpose of the register, or the development of interactive methods like learning gaming tools, as mentioned in the previous section (Algorithmic Team, Personal Communication, May 21st, 2024). These efforts aim to increase consciousness and facilitate a more informed and transparent approach to algorithm usage within the municipal framework while educating on its essential technological elements.

4.3.5 Lessons from the implementation of the Algorithmic Register

Lessons and considerations from implementing the algorithmic register have already been made public by the City of Amsterdam (El Yassini et al., 2022, p. 15) and others shared by the interviewees. Collaboration and knowledge sharing between national and international public institutions are significant support for working on strategies of algorithmic transparency. For this, the collaboration with Helsinki and Barcelona has been aligned, as not many other cities have the same level of advancement in terms of

algorithmic transparency (Algorithmic Team, Personal Communication, May 21st, 2024, Former DR Lead Barcelona, Personal communication, March 26th, 2024). In that sense, Helsinki is the only city with which Amsterdam could exchange experiences and learnings on implementing the Algorithmic Register, especially given the conjunct design and implementation. This exchange has shown great support for the algorithm team years after its implementation (Algorithmic Team, Personal Communication, May 21, 2024).

Another learning concerning implementing the Algorithmic Register is its apparent need to make it adaptable and iterative (El Yassini et al., 2022, p. 15). Previously, this research described the actions of the algorithmic team for introducing citizens' insights in the Register design, showing the importance of iteration based on user input. However, interviewees acknowledge the need to make the Register more adaptable as the static nature of the Register design, which is primarily composed of text on a website, is not compatible with the dynamism of algorithms (Algorithmic Team, Personal Communication, May 21st, 2024; Former DPO (s), Personal Communication, July 1st, 2024; Sensing Lab PM, Personal Communication, April 19th, 2024).

Other lessons include the fact that it is harder to include and recognise high-risk algorithms already in use compared to new ones introduced in the city, which may be caused by the incapacity to use the procurement clauses for algorithmic transparency in old contracts. Furthermore, newly developed or acquired algorithms can adopt the logic mentioned above of Transparency-by-Design (El Yassini et al., 2022; Former DR Lead, Personal Communication, April 11th, 2024, Algorithmic Team, Personal Communication, May 21st, 2024; Sensing Lab PM, Personal Communication, April 19th, 2024). Following the city lessons of the Register, ownership of the algorithms affects the internal clarity in the municipality over the responsibility of the algorithm in place (El Yassini et al., 2022, p. 15), affecting the capacity to introduce algorithms in the register or show comprehensive information about them. A final relevant element that works as a limitation for the further development of the Register is that evaluating the performance of the tool is not easy as data cannot be extracted beyond users' feedback through engagement activities or workshops and in the register itself in the user evaluation and feedback section of the register (Algorithmic Team, Personal Communication, May 21st, 2024). This is a problem because the feedback is probably from the most knowledgeable users, and non-engaged users would not be approached to evaluate the tool.

4.3.6 Explainability of the Register

Ensuring algorithms are understandable in the Algorithmic Register is a critical component of algorithmic transparency, and it refers to the characteristic of explainability (Grimmelikhuijsen, 2019). Taking care of the explainability of the algorithms requires

strategies and specific practices designed to open the “black box” of algorithms effectively by presenting them in an understandable manner, where the data is meaningful to various stakeholders, including citizens, civil society organisations, and legal professionals. A first challenge is assessing the diversity of users that cities can have with standardised tools like the Algorithmic Register (Digital Rights Expert, Personal communication, April 11, 2024). One of the primary goals is to ensure that the information provided about the algorithms is not only accessible but also comprehensive to different audiences. This entails translating complex technical details into plain language non-experts can easily understand. As described by the former (s) DPO, pushing for explainable algorithms requires a lot of work, it’s not easy to identify, get the information of the algorithm, understand it and translate it in an easier form. For the broad public (Former (s) DPO, Personal Communication, July 1st, 2024). In the case of Amsterdam, the algorithmic team states that the development of the register involved citizen workshops to ensure the website's accessibility and gather advice for improvement (Algorithmic Team, Personal Communication, May 21st, 2024). Given the technical nature of algorithm processes, efforts were made to translate this information into layperson's terms. However, the complexity of algorithms proves to be a challenge to work on explainability (Digital Rights Expert, Personal communication, April 11, 2024). Multiple sessions were conducted to confirm clarity and solicit feedback from citizens, which is an ongoing practice conducted once or twice a year. These sessions aim to involve diverse people, gathering their input on both the website and specific processes.

Additionally, the website allows users to submit questions, which are said to be answered promptly. When responses are specifically directed to a city service/product, the questions are directed to the “algorithm owners” for precise responses, the city team in charge of the service or products consulted (Algorithmic Team, Personal Communication, May 21st, 2024). This approach illustrates a continuous effort to engage citizens and incorporate their feedback into the development process of the algorithmic register in charge of the algorithmic team of Amsterdam and can be associated with the City’s Tada Value of: “Tailored to the People”, declaring that “... algorithms do not have the final say. Humanity always comes first.” (Tada.City, (n.d.) (a)).

4.3.7 Relevance of the Register

In the first learnings of the implementation of algorithmic transparency in the city, it is mentioned that the capacity of tools like the Register to build confidence in government can only be achieved when all algorithms that affect people's lives are transparent - not only the governmental ones (El Yassini et al., 2022, p. 15). This is outside the scope of the city administration. However, citizens' perceptions of the transparency of city services

algorithms might be affected, even if some of them are not related to public services. Even though the tool on itself its highly valued, the Register is not up to date still and needs to develop further. Also, the Register seems to include only the algorithms that are defined as high impact by the city officials, but that criteria for that selection is not clear or open yet (Sensing Lab PM, Personal Communication, April 19th 2024). Criticism exists and is explicit on the need to include more risky algorithms in the register: "The registers (Amsterdam and Helsinki) do not contain any corporate sector entries or information about algorithmic systems used in critical governance areas like law enforcement or welfare provision. Yet, it is these sectors that are often implicated in algorithmic discrimination" (Cath & Jansen, 2021, p. 6). One cause of this could be the constraining factor of vendor capture, described in the governance section, meaning that the problem becomes a governance issue regarding the networks and connections between city stakeholders, in this case, service/product providers. The incapacity of the city of Amsterdam to enforce transparency from its providers and the incapacity of the same providers to deliver transparency over their algorithms affect the implementation of algorithmic transparency and the enactment of specific tools like the algorithmic register on its relevance perception, by not being able to include risky algorithms that are not overseen or capable to made transparent by the city.

4.4 **Enablers** - for Algorithmic Transparency and the implementation of the Algorithmic Register

The following section seeks to elaborate on the main enablers, as elements of the city context that have supported the development of the algorithmic transparency strategy and the implementation of the Algorithm Register in the City of Amsterdam. In the previous sections, all these enablers were identified and developed. In this section, they will be summarized and discussed.

Table 6: List of *Enablers* for the implementation/enactment of Algorithmic Transparency and the Algorithmic Register in Amsterdam

n°	eGEF Domain	**Enablers** for Algorithmic Transparency	Internal / External
1	Policy	**Less Political Pressure in Cities and closer link to service provision:** Characteristics of city administrations that make cities more capable to access public services algorithms and less political approvals or lobby facilitates the implementation of algorithmic transparency mechanisms.	External
2	Policy	**Active and demanding Civic society:** Fostered by a long standing history of cyber activism and active civic society and third sector organisations sensitive to digital technologies effects and risks.	External

3	Policy	**Scandals in the Netherlands raising awareness on digital rights** Scandals of biassed and unfair algorithms used in national service provisions (Childcare benefits, Syri) and controversy in other service provision areas like policing, raising citizenship awareness and interest in the topic, supporting policies towards transparency.	External
4	Policy	**Introduction of National Register and the EU AI Act:** The Netherlands National Register, together with the mandate to implement in all Dutch public institutions and the introduction of the AI Act that mandates the risk analysis of algorithms used for public services, underscores the necessity for transparency and aligns local practices with national policy. This is not an enabler for the introduction of the algorithmic transparency strategy as it came before, but it supports it's further development providing sustainability to the strategy.	External
6	Policy	**Political endorsement and mandate to Implement Data Values:** together with the creation of the values in a key political/electoral moment and the alignment of a progressive government with a progressive values focused on digital rights and data ethics. Political support and monitoring were crucial for implementing policies, particularly in the absence of specific regulations, enabling the development and sustainability of ethical initiatives. This initial political push in data ethics in Amsterdam facilitated the later introduction of digital rights and algorithmic transparency strategies.	External/ Internal
7	Organisational Structures and Networks	**Collaboration City Networks** support algorithmic transparency by enabling the city to exchange best practices, leverage cross-learning, and gain decision-making power in national and supranational levels	External/ Internal
8	Organisational Structures and Networks	**The Algorithm Lifecycle Approach:** serves as a conceptual foundation for understanding the complete lifecycle of algorithms, enabling the development of a comprehensive strategy for algorithmic transparency in Amsterdam developing tools for transparency in different moments of the cycle.	Internal
9	Organisational Structures and Networks	**Existing Data Governance as organisational framework for algorithmic governance** Amsterdam's data governance works as a base framework of governance structure and processes for algorithmic transparency, based on the previous experience of governance building and in the technical intersection between its elements (algorithms need data, therefore algorithmic governance needs data governance).	Internal
10	Organisational Structures and Networks	**Complementary support of tools of algorithmic governance:** Other tools used by the city of Amsterdam, part of their algorithmic governance strategy, like the procurement guidelines, Audits, Risk and Bias Analysis models and Impact Assessments are key to complement the work for transparency. Specially the proper use of the procurement clauses in contracts with vendors, can demand for the transparency of algorithms for a later introduction in the Register.	Internal
11	Organisational Structures and Networks	**Internal department collaboration, especially with technology areas:** ensures that ethical and algorithmic transparency considerations are integrated into technological projects by fostering strategic alignment across all municipal functions.	Internal
12	Organisational Structures and Networks	**Existence of Local Champions supported by capacity building strategies:**	Internal

		By leveraging their influence and inducing commitment, knowledge and motivation to others around digital rights and ethical technology use, local champions become internal promoters of algorithmic transparency.	
13	Organisational Structures and Networks	**Existing Innovation Department as Early Support:** The CTO Innovatieteam was an early supporter of the process for the introduction of Data Ethics and later Digital Rights and Algorithmic Transparency agendas.	Internal
14	Organisational Structures and Networks	**Creation of the Algorithmic Team/Area:** gives leadership, ownership and accountability to the work in algorithmic governance and marks a keystone for algorithmic transparency institutionalisation.	Internal
15	Organisational Structures and Networks / ICT	**Capacity for In-House Development:** Amsterdam's internal capacity for software development allows the city to implement algorithms enabling Value-Based-Design and transparency considerations from its design based on its ownership and therefore transparency enforcement capacity over them.	Internal
16	Organisational Structures and Networks / ICT	**PPP collaboration with service provider:** The work with the company Saidot has proved to be successful in the design and delivery of the software of the Algorithmic Register. The company also supported the early design of the platform conjunctively for Amsterdam and Helsinki.	Internal

Based on the last findings of enablers for algorithmic transparency in the case of the City of Amsterdam, some conclusions can be drawn. As evidenced in the previous sections of this research, the enablers show causal effects between them; therefore, these are not alienated elements but are closely related. Although the focus of this research is not to understand the causal order, the interconnection between these elements responds to the complexity around the implementation of algorithmic transparency initiatives or, as the theoretical framework puts it, is part of the overall complexity of implementing digital governance strategies (Cordella & Innacci, 2010; Fountain, 2001).

Enablers for algorithmic governance in Amsterdam show to be diverse in form and topic. Other cities should consider that these enablers are interconnected and have causal effects on each other so as to avoid committing errors of policy imitation without considering the specific elements of the policy, organisational and ICT domains. The previously enumerated elements and situations enable the Algorithmic register in Amsterdam. However, these elements become enablers because of the previously described context of the city and the external enablers that are not replicable or actionable by city officials.

From the review of the enablers, some stand out as external facilitators, not dependent on the work or capacities of the city, and other internal elements that do depend on municipal management. For example, the country-level context of an articulated civil society, although it is something that a municipality could support, is an external context situation where the city does not have a direct capacity to act. In contrast, the exmaple of promoting the development of local champions is an element that the city could do; and

that in the case of Amsterdam had been implemented since the introduction of the Tada values. The implications of this are twofold: to find areas where other cities can look for inspiration or see good practice, elements of an internal nature are where these cities should aim for over elements of the external context, which are not easily activated by a municipality. Furthermore, external enablers are key to contrast with other city contexts as these are not easily influenced by city officials or leaders. As the external enablers correspond to elements of the broader context of the city, these are not actionable or triggered by the city officials or leadership. It is nevertheless relevant to consider them because they are the primary explanation for introducing policy on these issues in the city and, therefore, a transcendental element of the case of algorithmic transparency in Amsterdam.

4.5 **Barriers** - for Algorithmic transparency and Algorithmic Register implementation

The following section describes and discusses the primary barriers— meaning the factors or elements that negatively impact the governance and management of algorithmic transparency in the City of Amsterdam. The initial parts of the results show these barriers, and this section will be summarised, described, and later discussed to finalise the results section of this research, including a comparative discussion between enablers and barriers..

Table 7: List of *Barriers* to the implementation/enactment of Algorithmic Transparency and the Algorithmic Register in Amsterdam

n°	**eGEF Domain**	**Barriers** for Algorithmic Transparency	**Internal / External**
1	Policy	**Lack of regulatory framework:** There is not a regulation that directly gives a substantive regulatory framework for algorithmic governance in place yet. The AI Act will Comes in Force in 2026 and only restricts significantly AI systems categorized as High-Risk.	External
2	Organisational Structures and Networks	**Limited transparency enforcement because of vendor capture:** The city's reliance on private companies for algorithm development, limits its ability to enforce transparency since vendors have ownership of the algorithms, often resisting full disclosure to protect their competitive advantage or are incapable of providing the information. This barrier encompasses other barrier that work as causes: • **Big Tech companies negotiation power** • **Dynamics of global data market** • **Old contracts do not have procurement clauses**	External / Internal

3	Organisational Structures and Networks	**Resistance from City officials:** Coming from the lack of awareness and knowledge of the concept and importance of algorithmic transparency, the increased workload that it implies and fear over the national scandals. Resistance limits the algorithmic teams capacity to make coty algorithms transparent.	Internal
4	Organisational Structures and Networks	**Limited view of ICT in cities:** The tension between ICT and other city areas in implementing algorithmic transparency arises from the traditional view of ICT as a support function rather than a strategic partner. This perception limits ICT's role to executing tasks and maintaining systems, hindering innovation and strategic alignment. This is closely related as a cause of the silo work and departmentalisation of public administration institutions that does not favour the work of transversal strategies like algorithmic transparency.	Internal
5	Organisational Structures and Networks	**Sub optimal use of procurement guidelines for algorithmic transparency:** occurs as some procurement officers do not see the need to include the clauses in the contracts lacking technical knowledge of the use of algorithms in the products/services.	Internal
6	ICT	**Opacity of algorithms city-ownership:** complicates the detection of risky algorithms and its later introduction of algorithms in the Algorithmic Register.	Internal
7	ICT	**Lack of data to evaluate of the algorithmic register:** Due to the limitation of only obtaining data from the users evaluation or feedback in the Registerm, limiting the capacity to improve or know of its effectiveness.	Internal
8	ICT	**Complexity of algorithms:** Limitates the capacity to ensure explainability and therefore for transparency to be fully achieved.	External.
9	ICT	**Perception of irrelevance** due to the incapacity of including all relevant algorithms in the Register, which happens because the city lacks enforcement capacity to push algorithmic governance from non-public algorithms.	External / Internal

Implementing algorithmic transparency in Amsterdam faces several significant challenges, but the previously described enablers also diminish these. First, the lack of a comprehensive regulatory framework explicitly governing algorithmic transparency becomes an early barrier that seems to be mitigated with the enabler of Amsterdam's proactive strategy model based on the Algorithm Lifecycle Approach. Being pioneers in this area implies having to design all the necessary spaces to implement the policy, from the framework or conceptual model to be followed, the specific tools to be used, and the links or partnerships to be developed.

One of the most significant barriers found in the literature on algorithmic governance issues and the Amsterdam case mentioned by multiple interviewees is the vendor capture barrier. Although Amsterdam mitigates this challenge with in-house development capacity, the city still needs external algorithm providers. This challenge could be even more significant for other cities with less in-house development capabilities. In this regard, the lack of specific regulation does not imply yet that algorithms would have to be disclosed by vendors, and even after the AI Act comes into force, this will only happen to high-risk algorithms and not in full disclosure. For this point, the enforcement capacity of Amsterdam will depend on how different transparency tools work together to ensure the ability to make algorithms transparent, mitigating this relevant challenge to transparency.

Looking at the total number of barriers listed, it can be mentioned that most of these correspond to internal barriers. The positive aspect is that the internal barriers (and enablers) are actionable, or the city has a greater capacity to act on these situations. The case of Amsterdam shows how most of these barriers have been mitigated with strategies mentioned in the enablers.

On the other hand, barriers are shown to be more numerous in the ICT areas than in the policy and governance areas, contrary to the enablers. It can be assumed that the technological or implementation part of the algorithm registry itself has more significant complications in its implementation. Like the enablers, the barriers have causal relationships that generate interdependence. The effort to list them seeks to simplify this complexity, but it is relevant to understand that these causes are partially developed in the first parts of the results of this study.

Some insights from the comparison between enablers and barriers are relevant to mention. When looking at the enablers and barriers, some elements can be found that may be contradictory. For example, the barrier of vendor capture, which consists of the dependence on external providers for the provision of services using algorithms, is counteracted by the existence of the development of solutions internally (enabler) within the city, which does not mean that this barrier still exists since not all algorithms in the city are developed internally. This means that barriers and enablers can coexist with opposite effects. Another example is the existence of resistors by city officials as opposed to the existence of local champions. Of course, the fact that some officials resist change does not imply that there are not others who are interested in it and who work to promote it and motivate others within the city. In both cases, the city of Amsterdam can and does take strategies to mitigate the barriers and further promote the enablers, such as information strategy, awareness and motivation of city officials. Another relevant finding

of the comparison between barriers and enablers is that for both, most of the factors have an internal focus, so there is room for action within the city's capabilities to mitigate barriers and promote enablers.

Furthermore, some identified enablers or barriers apply to cities in general, not only the specific case of Amsterdam. For example, the lack of regulatory framework from a supranational EU level could be found in other cities in the European Union, where national strategies or regulations are not in place. Also, the vendor capture is relevant for all public administrations when implementing algorithmic transparency strategies, given the transversal spread of NPM reforms, privatisation and logic of data and algorithmic markets. In the case of the enablers, one element is highlighted as a matter of transversal application: the more straightforward application of digital strategies for less political pressure from the national levels. Even though other transversal challenges appear for cities, like austerity measures, the capacity to pursue digital strategies in specific topics is more straightforward as it does not demand laws or specific regulations to put forward, as the case of Amsterdam illustrates with ist proactive strategy of algorithmic governance, pushed in the policy area mainly because of the political endorsement from the municipal government.

5 Conclusion

This research has aimed to develop the case of Amsterdam for algorithmic transparency, describe the strategy's policy, governance, and tools implementation, and identify the enablers and barriers for algorithmic transparency in that development. The significance of these findings lies in their potential to inform and enlighten the academic community, policymakers, and professionals interested in algorithmic transparency and governance.

To resolve research question one: **(RQ1)** How was the implementation of the Algorithmic Transparency Strategy, in terms of the policy agenda, organisational structure and bureaucratic networks, and ICT tools, in the City of Amsterdam? This research describes the central aspects of the policy implementation in each dimension. In terms of the Policy section, Amsterdam shows a Bottom-up strategy for the definition of *Foundations* in the form of values that were later allowed to become policy thanks to the political endorsement that these gained. The endorsed policy foundations pushed for a proactive policy introduction that was not led by existing regulations, although the introduction of later national and supranational regulations supports the further development of the strategy. Furthermore, the definitions of values also supported the alignment with other cities, international networks or service providers to support the translation of the *Foundations* in governance and specific tools for algorithmic transparency. In terms of governance, the city of Amsterdam introduced many structures and mechanisms to operationalise the strategy: the use of the Life Cycle of an Algorithm model, the introduction of capability-building strategies, collaboration between areas and with other cities, mechanisms to promote more enforcement capacity over algorithms like the procurement guides, the creation of a specialised team to oversee the cities algorithmic governance. Later, the specific example of the Algorithmic Register of Amsterdam described in detail the application of a specific tool for algorithmic transparency, describing its primary considerations like design, providers, strategies to broaden its use in the city and the main learnings of its implementation with a particular focus in the concepts of its explainability and relevance.

Based on the context of the case of policy implementation in Amsterdam, the enablers and barriers for algorithmic transparency were identified to resolve the second research question: **(RQ2)** What elements were, or are still, enablers or barriers to implementing the Algorithmic Transparency strategy in the City of Amsterdam?. Among the enablers, many internal and external situations were identified: external enablers like less political pressure on policy introduction, an active civic society, awareness of national algorithmic scandals, national and EU regulations, and political endorsement provided a supportive environment. Internally, collaborative city networks, a conceptual model for governance,

previous data governance frameworks, complementary transparency tools, interdepartmental collaboration, and the presence of local champions were critical enablers. Additionally, Amsterdam's innovation department, the creation of an algorithmic team, internal software development capacity, and successful public-private partnerships with service providers like Saidot facilitated the comprehensive strategy for algorithmic transparency.

Despite the favourable conditions, Amsterdam faces notable barriers to implementing algorithmic transparency. Externally, the absence of a substantive regulatory framework and the delayed enforcement of the AI Act limit the scope of algorithmic governance. Additionally, the city struggles with transparency enforcement due to vendor capture, where private companies resist full disclosure, being an external barrier (due to the dynamics of markets and public sector reforms) but also internal (as it depends on the internal procurement dynamics or the development capability of the city). Internally, resistance from city officials due to lack of awareness, increased workload, and fear from national scandals impedes progress. The traditional view of ICT as a support function rather than a strategic partner hinders innovation and strategic alignment, further exacerbated by the suboptimal use of procurement guidelines. Moreover, the opacity of city-owned algorithms complicates risk detection and registration, and a lack of data for evaluating the algorithmic register limits its effectiveness. The complexity of algorithms challenges explainability, while the inability to include all relevant algorithms in the register creates a perception of irrelevance, reflecting both external and internal enforcement limitations.

Multiple barriers and enablers show connections of mitigation, showing balancing effects on the policy implementation. At the same time, enablers and barriers also show causal relations. This intersection underscores the complexity of implementing digital policies, as the theoretical frameworks state and the need for a nuanced understanding of the dependency and causal relationships between barriers and enablers arises, even though it is outside the scope of the research, could be considered for future research. It is essential to recognise that these elements are not isolated but interconnected, influencing the overall effectiveness of algorithmic transparency initiatives.

Internal enablers identified in the Amsterdam case translate into best practices for algorithmic transparency. These include fostering interdepartmental collaboration, building the capacity of city officials, and creating specialised teams dedicated to transparency. Such efforts demonstrate the importance of leveraging human resources to advance algorithmic transparency goals. This research identifies many elements of the Amsterdam context relevant to implementing algorithmic transparency applications and

some barriers and enablers that could be considered for other cities to understand the complexity of implementing these policies. The above gives a functional value to this study, translating the results to a more practical way to identify and classify findings and insights by tagging Enablers and Barriers, the internal or external focus and the dimension of the eGEF that each element corresponds to.

While the eGEF model helps disaggregate and analyse the complex components of the Amsterdam case, the model's internal focus overlooks significant external factors such as national and supranational contexts, political dynamics, and societal influences, that as the case shows, these heavily influence the implementation of algorithmic transparency in Amsterdam. These external-focus factors, for example, the influence of political scandals and public administration reforms that drive outsourcing and vendor capture, are crucial for a comprehensive understanding of algorithmic transparency implementation. Another limitation surges around the selection of interviews, where a more critical perspective could be missing, including people that implemented the strategy or that heavily supported its development, translating into potentially under-assessed challenges. A final limitation arises when seeking strategies to battle potential research biases: an insufficient literature review exists on algorithmic transparency at local levels, and so much of the insights from interviews cannot be triangulated with literature to validate the findings. Nevertheless, this highlights the necessity for this type of research and calls for even further research on the topic.

For future research, it would be valuable to explore the impact of the enactment or implementation on outcomes and to evaluate these outcomes in relation to the initial policy aims. As suggested by the literature, incorporating the concept of accountability and its link with transparency in future studies could provide deeper insights into whether transparency efforts effectively lead to the desired accountability. The last could be particularly relevant in applied cases such as Amsterdam, where ongoing evaluations could inform the continuous improvement of algorithmic transparency strategies. Further research could be carried out in other cities where the strategies differ from Amsterdam's to evaluate the context, enablers, and barriers and thus compare them with the Amsterdam case.

References

Ada Lovelace Institute (2020). *Transparency mechanisms for UK public-sector algorithmic decision-making systems.* Ada Lovelace Institute Library. Retrieved May 14, 2024, from https://www.adalovelaceinstitute.org/report/transparency-mechanisms-for-uk-public-sector-algorithmic-decision-making-systems/

AlgorithmWatch. (n.d.). *Automating society inventory*. Retrieved May 5, 2024 from https://inventory.algorithmwatch.org/OECD

AlgorithmWatch. (2020). *AlgorithmWatch submission on the European Commission's White Paper on Artificial Intelligence.* Retrieved from https://algorithmwatch.org/en/wp-content/uploads/2020/06/AlgorithmWatch_Submission_EC-White-Paper-AI_20200612.pdf

AlgorithmWatch. (2024). *The AI act explained*. AlgorithmWatch. Retrieved July 4, 2024, from https://algorithmwatch.org/en/ai-act-explained/

Amegavi, G. B., Bawole, J. N., & Buabeng, T. (2018). *The dynamics of e-government enactment in a developing country public sector organisation: evidence from Ghana.* International Journal of Electronic Governance, 10(1), 74-92.

Amnesty International (2020). *'We Sense Trouble: Automated Discrimination and Mass Surveillance in Predictive Policing in The Netherlands'.* https://www.amnesty.org/en/documents/document/?indexNumber=eur35%2f2971%2f2020&language=en.

Amsterdam Donut Coalitie. (n.d.). *Gemeente Amsterdam - CTO Innovatieteam*. Retrieved April 27, 2024, from https://amsterdamdonutcoalitie.nl/organization/6132/gemeente-amsterdam--cto-innovatieteam?deelnemen=true

Amsterdam Economic Board (n/d.). *About us*. Amsterdam Smart City. Retrieved April 15, 2024, from https://amsterdamsmartcity.com/

Ananny, M., & Crawford, K. (2018). Seeing without knowing: Limitations of the transparency ideal and its application to algorithmic accountability. new media & society, 20(3), 973-989.

Atkinson, R., & Flint, J. (2001). Accessing hidden and hard-to-reach populations: Snowball research strategies. Social research update, 33(1), 1-4.

Babuta, A., & Oswald, M. (2019*). Data analytics and algorithmic bias in policing.*

Bannister, F. (2001). *Dismantling the silos: extracting new value from IT investments in public administration.* Information Systems Journal, 11(1), 65-84.

Baykurt, B. (2022). *Algorithmic accountability in US cities: Transparency, impact, and political economy.* Big Data & Society, 9(2), 20539517221115426.

Benbasat, I., Goldstein, D. K., & Mead, M. (1987) "The Case Research Strategy in Studies of Information Systems," MIS quarterly, vol. 11, no. 3, pp. 369–386, doi: 10.2307/248684.

Bloch-Wehba, H. (2022*). Algorithmic governance from the bottom up*. BYU L. Rev., 48, 69.

Brand, D. J. (2023). *Ensuring the ethical development and use of AI in local governance. Journal of Ethics and Legal Technologies, 5* (JELT-Volume 5 Issue 2), 95-110.

Brauneis, R., & Goodman, E. P. (2018). *Algorithmic transparency for the smart city.* Yale JL & Tech., 20, 103.

Calzada, I. (2019). *Technological Sovereignty: Protecting Citizens' Digital Rights in the AI-driven and post-GDPR Algorithmic and City-Regional European Realm*, Regions eZine, Issue 4. DOI: 10.1080/13673882.2018.00001038.

Calzada, I., Pérez-Batlle, M., & Batlle-Montserrat, J. (2021). *People-centered smart cities: An exploratory action research on the cities' coalition for digital rights.* Journal of Urban Affairs, 45(9), 1537-1562.

Cath, C., & Jansen, F. (2021). Dutch Comfort: The limits of AI governance through municipal registers. arXiv preprint arXiv:2109.02944.

CCDR. (2019). *Declaration of Cities' Coalition for Digital Rights.* Cities' Coalition for Digital Rights.

CCDR. (n.d.). (a). *About Us. Cities Coalition for Digital Rights.* Retrieved on May 5, 2024, from https://citiesfordigitalrights.org/thecoalition

CCDR. (n.d.). (b). *AI as Public Service: Accountability & AI-Registers.* Cities Coalition for Digital Rights. Retrieved on March 5, 2024, from https://citiesfordigitalrights.org/ai-public-service-accountability-ai-registers

CCDR. (n.d.). (c). *The Coalition. Cities Coalition for Digital Rights.* Retrieved on May 5, 2024, https://citiesfordigitalrights.org/thecoalition

Cheng, H. F., Wang, R., Zhang, Z., O'connell, F., Gray, T., Harper, F. M., & Zhu, H. (2019). *Explaining decision-making algorithms through UI: Strategies to help non-expert stakeholders.* In Proceedings of the 2019 Chi Conference on Human Factors in Computing Systems (pp. 1–12).

City of Amsterdam. (n.d.) (a). *More information about the Algorithm Register*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/en/more-information/#:~:text=The%20Algorithm%20Register%20is%20a,information%20based%20on%20your%20interests.

City of Amsterdam. (n.d.) (b). *AI register*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/en/ai-register/

City of Amsterdam. (n.d.) (c). *Automated parking control*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/ai-system/automated-parking-control/117/

City of Amsterdam. (n.d.) (d). *Illegal holiday rental housing risk*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/ai-system/illegal-holiday-rental-housing-risk/109/

City of Amsterdam. (n.d.) (e). *One-and-a-half meter monitor*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/ai-system/one-and-a-half-meter-monitor/195/

City of Amsterdam. (n.d.) (f). *Reporting issues in public space.* Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/ai-system/reporting-issues-in-public-space/90/

City of Helsinki. (2020). Helsinki and Amsterdam are the first cities in the world to launch open AI register. Retrieved on March 5, 2024, from https://news.cision.com/fi/city-of-helsinki/r/helsinki-and-amsterdam-first-cities-in-the-world-to- launch-open-ai-register,c3204076

Cordella, A., & Iannacci, F. (2010). *Information systems in the public sector: The e-Government enactment framework.* The Journal of Strategic Information Systems, 19(1), 52-66.

Coglianese, C., & Lehr, D. (2019). *Transparency and algorithmic governance.* Administrative law review, 71(1), 1-56.

Creswell, J. W., & Poth, C. N. (2016). *Qualitative inquiry and research design: Choosing among five approaches.* Sage publications.

Criado, J. I., Valero, J., & Villodre, J. (2020). Algorithmic transparency and bureaucratic discretion: The case of SALER early warning system. Information Polity, 25(4), 449-470.

Danaher, J., Hogan, M. J., Noone, C., Kennedy, R., Behan, A., De Paor, A., ... & Shankar, K. (2017). *Algorithmic governance: Developing a research agenda through the power of collective intelligence*. Big data & society, *4*(2), 2053951717726554.

Diakopoulos, N. (2020). *Accountability, transparency, and algorithms. The Oxford Handbook of Ethics of AI*, 17(4), 197.

Dinca, C. (2023). *Introduction to Amsterdam Smart City & Amsterdam Intelligence (AI) Ecosystems.* [Slides/Presentation] Amsterdam Smart City.https://www.smarte-region-hessen.de/download/dinca_amsterdam_ai_ecosystems_2023.pdf

de Mello, L., & Ter-Minassian, T. (2020). *Digitalisation challenges and opportunities for subnational governments.*

Digital Helpdesk for Cities. (2024). *The City of Brussels: Setting foundations on digital human rights.* Retrieved June 1, 2024, from https://digitalhelpdeskforcities.org/the-city-of-brussels-setting-foundations-on-digital-human-rights/ - :~:text=Digital rights charter of the City of Brussels&text=Resulting from these two projects,actions to reflect these commitments

Edwards, L., & Veale, M. (2017). *Slave to the algorithm? Why a right to an explanation is probably not the remedy you are looking for.* Duke L. & Tech. Rev., pp. 16, 18.

Eisenhardt, K. M. (1989). *Building theories from case study research.* Academy of Management Review, 14(4), 532-550.

El Yassini, S., Van Eemeren, A., & Prinsen, L. (2022). *Grip on algorithms Approach and tools for a responsible use of algorithms in Amsterdam.* Gemeente Amsterdam. Retrieved May 1, 2024, from https://assets.amsterdam.nl/publish/pages/1053010/playbook_algorithms.pdf

Eurocities (2022). *Algorithmic Transparency Standard: Responsible and transparent use of algorithmic applications by European Cities.* Algorithm Register. Retrieved April 15, 2024, from https://www.algorithmregister.org/

Eurocities. (n.d.). *About us*. Retrieved June 26, 2024, from https://eurocities.eu/about-us/

European Commision (2020) On the European Commission's "White Paper on Artificial Intelligence – a European approach to excellence and trust". European Commission Publications. Retrieved April 16, 2024, from https://commission.europa.eu/publications/white-paper-artificial-intelligence-european-approach-excellence-and-trust_en

European Commission (2022). *Interview AI Procurement Clauses*. European Commission Newsroom. Retrieved April 25, 2024, from https://ec.europa.eu/newsroom/growth/items/755408/en

European Commission. (2024). Regulatory framework on AI. Digital Strategy. Retrieved June 27, 2024, from https://digital-strategy.ec.europa.eu/en/policies/regulatory-framework-ai

European Parliament, Directorate-General for Parliamentary Research Services (2019). *A governance framework for algorithmic accountability and transparency*, Publications Office, Retrieved December 6, 2023, from https://data.europa.eu/doi/10.2861/59990

European Parliament (2024). *Legislative resolution of 13 March 2024 on the proposal for a regulation of the European Parliament and of the Council on laying down harmonised rules on Artificial Intelligence (Artificial Intelligence Act) and amending certain Union Legislative Acts (COM(2021)0206 – C9-0146/2021 – 2021/0106(COD)).* European Parliament.

European Commission (2023). *Effective decentralisation in the context of the European Semester and beyond.*

Fereday, J., & Muir-Cochrane, E. (2006). *Demonstrating rigor using thematic analysis: A hybrid approach of inductive and deductive coding and theme development.* International journal of qualitative methods, 5(1), 80–92.

Floridi, L. (2020). Artificial intelligence as a public service: Learning from Amsterdam and Helsinki. Philosophy & Technology, 33(4), 541–546.

Fountain, J. E. (2001). *Chapter 6: Enacting Technology. Building the Virtual State: Information Technology and Institutional Change.*

Fountain, J. E. (2004). *Prospects for the virtual state. Institute of Developing Economies/JETRO.*

Fountain, J. E. (2006). *Enacting technology in networked governance: developmental processes of cross-agency arrangements.*

Future of Life Institute. (n.d.)(a). *Article 49: Artificial Intelligence Act.* Retrieved May 27, 2024, from https://artificialintelligenceact.eu/article/49/

Future of Life Institute. (n.d.) (b). *Annex 8: Artificial Intelligence Act*. Retrieved May 27, 2024, from https://artificialintelligenceact.eu/annex/8/

Francis, G., & Holloway, J. (2007). *What have we learned? Themes from the literature on best-practice benchmarking.* International Journal of Management Reviews, 9(3), 171–189.

Gemeente Amsterdam [Municipality of Amsterdam] (2020). *Magazine Agenda Digitale Stad 2020. [Magazine Agenda Digital City 2020].* Retrieved May 1, 2024, from https://amsterdam.raadsinformatie.nl/document/8773731/1/2__Magazine_Digitale_stad_2020digitaal_spreads

Gemeente Amsterdam [Municipality of Amsterdam] (2021) (a). *Agenda AI: Amsterdamse Intelligentie. [Agenda AI: Amsterdam Intelligence]* Retrieved May 1, 2024, from https://openresearch.amsterdam/nl/page/73077/agenda-ai-amsterdamse-intelligentie

Gemeente Amsterdam [Municipality of Amsterdam] (2021) (b). *Datastrategie 2021-2022*. [Data strategy 2021-2022] https://www.amsterdam.nl/innovatie/digitalisering-technologie/data/amsterdamse-datastrategie/

Gerards, J., Schäfer, M. T., Vankan, A., & Muis, I. (2022). *Impact assessment fundamental rights and algorithms*. Utrecht University. Retrieved May 27, 2024, from https://www.government.nl/documents/reports/2022/03/31/impact-assessment-fundamental-rights-and-algorithms

Ghosh, S. (n.d.). AI as Public Service: Accountability & AI-Registers. CCDR, Cities Coalition for Digital Rights. Retrieved April 15, 2024, from https://citiesfordigitalrights.org/ai-public-service-accountability-ai-registers

Giest, S., & Grimmelikhuijsen, S. (2020). *Introduction to special issue algorithmic transparency in government: Towards a multi-level perspective.* Information Polity, 25(4), 409-417.

Gil-Garcia, J. R., Dawes, S. S., & Pardo, T. A. (2018). *Digital government and public management research: finding the crossroads.* Public Management Review, 20(5), 633–646.

Grant, C., & Osanloo, A. (2014). *Understanding, selecting, and integrating a theoretical framework in dissertation research: Creating the blueprint for your "house".* Administrative issues journal, 4(2), 4.

Grimmelikhuijsen, S. (2019). *Deciding by algorithm: testing the effects of algorithmic (non-)transparency on citizen trust.* EGPA. International Conference, Belfast, 10–13 September 2019.

Grimmelikhuijsen, S., Porumbescu, G., Hong, B., & Im, T. (2013). The effect of transparency on trust in government: A cross-national comparative experiment. Public Administration Review, 73(4), 575-586.

Grimmelikhuijsen, S., & Meijer, A. (2014). Effects of transparency on the perceived trustworthiness of a government organization: Evidence from an online experiment. *Journal of Public Administration Research and Theory*, *24*(1), 137-157.

Grimmelikhuijsen, S., & Meijer, A. (2022). *Legitimacy of algorithmic decision-making: six threats and the need for a calibrated institutional response.* Perspectives on Public Management and Governance, 5(3), 232-242.

Gustafsson, J. (2017). *Single case studies vs. multiple case studies: A comparative study.*

Haataja, M., van de Fliert, L., Rautio, P. (2020). *Public AI Registers: Realising AI transparency and civic participation in government use of AI: Whitepaper.* City of Amsterdam, City of Helsinki: Saidot Ltd.

Hafseld, K. H., Hussein, B., & Rauzy, A. B. (2021). *An attempt to understand complexity in a government digital transformation project.* International Journal of Information Systems and Project Management, 9(3), 70-91.

Han, B. C. (2015). *The Transparency Society.* Stanford University Press.

Henriques, D., Pereira, R. F., Almeida, R., & Mira da Silva, M. (2020). IT governance enablers in relation to IoT implementation: a systematic literature review. Digital Policy, Regulation and Governance, 22(1), 32-49.

Hsu, C. C., Tsaih, R. H., & Yen, D. C. (2018). *The evolving role of IT departments in digital transformation.* Sustainability, 10(10), 3706.

Huijsmans, T., Harteveld, E., van der Brug, W., & Lancee, B. (2021*). Are cities ever more cosmopolitan? Studying trends in urban-rural divergence of cultural attitudes*. Political Geography, 86, 102353.

ISACA (2018), Introduction and Methodology: COBIT2019, doi: 10.1057/9780230299283_1.

ITU (International Telecommunication Union) (2020). Helsinki and Amsterdam launch AI registers to detail city systems. Retrieved May 27, 2024, from https://www.itu.int/hub/2020/09/helsinki-and-amsterdam-launch-ai-registers-to-detail-city-systems/

Janssen, M., Brous, P., Estevez, E., Barbosa, L. S., & Janowski, T. (2020). *Data governance: Organizing data for trustworthy Artificial Intelligence*. Government information quarterly, 37(3), 101493.

Joshi, A., Huygh, T., De Haes, S., & Van Grembergen, W. (2018). An empirical assessment of shared understanding in IT Governance implementation.

Katzenbach, C., & Ulbricht, L. (2019). *Algorithmic governance.* Internet Policy Review, 8(4).

Kitchin, R. (2017). *Thinking critically about and researching algorithms.* Information, Communication & Society, 20:1, 14-29, DOI: 10.1080/1369118X.2016.1154087

Koene, A., Clifton, C., Hatada, Y., Webb, H., & Richardson, R. (2019). *A governance framework for algorithmic accountability and transparency.*

Kossow, N., Windwehr, S., & Jenkins, M. (2022). Algorithmic transparency and accountability. Transparency International.

Lepri, B., Oliver, N., Letouzé, E., Pentland, A., & Vinck, P. (2018). *Fair, transparent, and accountable algorithmic decision-making processes: The premise, the proposed solutions, and the open challenges.* Philosophy & Technology, 31(4), 611-627.

Leslie, D. (2019). *Understanding artificial intelligence ethics and safety: A guide for the responsible design and implementation of AI systems in the public sector.* The Alan Turing Institute.

Leslie, D., Burr, C., Aitken, M., Cowls, J., Katell, M., & Briggs, M. (2021). *Artificial intelligence, human rights, democracy, and the rule of law: a primer.* arXiv preprint arXiv:2104.04147.

Luna-Reyes, L.F., Zhang, J., Ramon Gil-Garcia, J., Cresswell, A.M.. (2005). *Information systems development as emergent socio-technical change: a practice approach.* European Journal of Information Systems.

Macedo, P., & Camarinha-Matos, L. (2017). *Value systems alignment analysis in collaborative networked organizations management*. Applied Sciences, 7(12), 1231.

Mäntymäki, M., Minkkinen, M., Birkstedt, T., & Viljanen, M. (2022). Defining organizational AI governance. AI and Ethics, 2(4), 603-609.

Manoharan, A. P., & Ingrams, A. (2018). *Conceptualizing e-government from local government perspectives.* State and Local Government Review, 50(1), 56–66.

Matheus, R., Janssen, M., & Janowski, T. (2021). *Design principles for creating digital transparency in government.* Government Information Quarterly, 38(1), 101550.

Melnikovas, A. (2018). *Towards an Explicit Research Methodology: Adapting Research Onion Model for Futures Studies.* Journal of Futures Studies, 23(2).

Molnar, C. (2020). *Interpretable machine learning*.

Mora, L., & Bolici, R. (2017). *How to become a smart city: Learning from Amsterdam. Smart and Sustainable Planning for Cities and Regions: Results of SSPCR* 2015 1, 251-266.

Moore, M. (1995). *Creating Public Value: Strategic Management in Government.* Harvard University Press, Cambridge, MA.

Muhammad, S. (2022). *The Fairness Handbook.* Gemeente Amsterdam (2022).

Mukhtar-Landgren, D., Kronsell, A., Voytenko Palgan, Y., & von Wirth, T. (2019). *Municipalities as enablers in urban experimentation.* Journal of Environmental Policy & Planning, 21(6), 718-733.

Murad, M. (2021). Beyond the" Black Box": Enabling Meaningful Transparency of Algorithmic Decision-Making Systems through Public Registers (Doctoral dissertation, Massachusetts Institute of Technology).

OECD (2023), *Global Trends in Government Innovation 2023*, OECD Public Governance Reviews, OECD Publishing, Paris, https://doi.org/10.1787/0655b570-en.

OECD (2024). *Revised Recommendation of the Council on Artificial Intelligence*. Meeting of the Council at Ministerial Level, 2-3 May 2024. Retrieved June 15, 2024, from https://legalinstruments.oecd.org/en/instruments/OECD-LEGAL-0449#backgroundInformation

O'Riordan, C. (2022). *Dutch government launches algorithms register.* Joinup, Interoperable Europe from the European Commission. Retrieved May 27, 2024, from https://joinup.ec.europa.eu/collection/open-source-observatory-osor/news/dutch-government-launches-algorithms-register

Panagiotopoulos, P., Klievink, B., & Cordella, A. (2019). Public value creation in digital government. Government Information Quarterly, 36(4), 101421.

Pasquale, F. (2015). *The black box society: The secret algorithms that control money and information.* Harvard University Press.

Peixoto, T. (2012). *The Uncertain Relationship between Open Data and Accountability: A Response to Yu and Robinson's the New Ambiguity of Open Government*. UCLA l. Rev. Discourse, pp. 60, 200.

Phillips, M. (2018). International data-sharing norms: from the OECD to the General Data Protection Regulation (GDPR). Human genetics, 137, 575-582.

Pina, V., Torres, L., & Royo, S. (2009). E-government evolution in EU local governments: a comparative perspective. Online Information Review, 33(6), 1137-1168.

Ponelis, S. R. (2015). *Using interpretive qualitative case studies for exploratory research in doctoral studies: A case of information systems research in small and medium enterprises.* International Journal of Doctoral Studies, 10, 535.

Naves, J., & Rijcken, P. (2023). *Proposal for standard contractual clauses for the procurement of Artificial Intelligence (AI) by public organisations (Draft).* Public Buyer Community for the European Commission.

Ranchordas, S., & Scarcella, L. (2021). Automated government for vulnerable citizens: intermediating rights. Wm. & Mary Bill Rts. J., 30, 373.

Rekenkamer Metropool Amsterdam [Amsterdam Metropolitan Area Court of Auditors] (2022). *Algoritmen Onderzoeksopzet [Algorithms Research design].* Retrieved May 15, 2024, from https://publicaties.rekenkamer.amsterdam.nl/algoritmenonderzoeksopzet/

Sabel, C., Zeitlin, J., & Helderman, J. K. (2024). Transforming the welfare state, one case at a time: how Utrecht makes customized social care work. Politics & Society, 52(2), 171-207.

Saidot (2023). *Amsterdam builds trust in AI and gets feedback through algorithmic transparency.* Retrieved May 15, 2024, from https://www.saidot.ai/insights/amsterdam-builds-trust-in-ai-and-gets-feedback-through-algorithmic-transparency

Safak, C., & Parker, I. (2020). Meaningful transparency and (in)visible algorithms. https://www.adalovelaceinstitute.org/blog/meaningful-transparency-and-invisible-algorithms/

Saurwein, F., Just, N., & Latzer, M. (2015). *Governance of algorithms: options and limitations*. info, 17(6), 35-49.

Schor, B. G., Norval, C., Charlesworth, E., & Singh, J. (2024). Mind The Gap: Designers and Standards on Algorithmic System Transparency for Users. In Proceedings of the CHI Conference on Human Factors in Computing Systems (pp. 1–16).

Schuitemaker, N., van Vliet, M., & Brinkkemper, S. (2024). Realizing the Accountability of Algorithms in the Public Sector: a Reference Method for Managing Algorithm Registers.

Schwab, C., Bouckaert, G., & Kuhlmann, S. (2017). *Future of local government in Europe.* Baden-Baden, Germany: Nomos Verlagsgesellschaft mbH & Company KG.

Scottish AI Register. (n.d.). Scottish AI Register. Retrieved May 27, 2024, from https://scottishairegister.com/

Simon, M. K., & Goes, J. (2013). *Scope, limitations, and delimitations. Dissertation and Scholarly Research Recipes for Success.*

Stewart, J. (2012). *Multiple-case study methods in governance-related research.* Public Management Review, 14(1), 67–82.

Stix, C. (2021). *Actionable principles for artificial intelligence policy: three pathways*. Science and Engineering Ethics, 27(1), 15.

Sun, T., & Li, Y. (2024). Effect of Algorithmic Transparency on Gig Workers' Proactive Service Performance: A Moderated Chain Mediation Model. American Journal of Industrial and Business Management, 14(4), 462-491.

Tada.City. (n.d.)(a). Home. Retrieved May 26, 2024, from https://tada.city/en/home-en/

Tada. (n.d.). (b). *Tada: Amsterdam lays the foundation for its new digital policy*. Retrieved May 27, 2024, from https://tada.city/en/nieuws/tada-amsterdam-lays-the-foundation-for-its-new-digital-policy/

Tsang, E. W. (2014). *Generalizing from research findings: The merits of case studies.* International Journal of Management Reviews, 16(4), 369–383.

United Nations (2018). *The right to privacy in the digital age,* A/RES/73/179, available at https://www. un.org/en/ga/search/view_doc.asp?symbol=A/RES/73/179

UN - Human Rights Council Advisory Committee (2021) *"Possible impacts, opportunities and challenges of new and emerging digital technologies with regard to the promotion and protection of human rights", Art. II (7)a-c, UN Doc.* (May 19, 2021) A/HRC/47/52, New York, NY: United Nations

UN-Habitat - United Nations Human Settlements Programme (2022). *Mainstreaming human rights in the digital transformation of cities – A guide for local governments*, available at https://unhabitat.org/mainstreaming-human-rights-in-the-digital-transformation-of-cities-a-guide-for-local-governements

United Nations. General Assembly. (1949). *Universal declaration of human rights (Vol. 3381)*. Department of State, United States of America.

Vaismoradi, M., Jones, J., Turunen, H., & Snelgrove, S. (2016). *Theme development in qualitative content analysis and thematic analysis.*

Valentine, S. (2019). *Impoverished algorithms: Misguided governments, flawed technologies, and social control*. Fordham Urb. LJ, 46, 364.

van Huffelen, A. C. (2022). Werkagenda Waardengedreven Digitaliseren.

van Vliet, M., Schuitemaker, N., Espana, S., Van de Weerd, I., & Brinkkemper, S. (2024). Defining and Implementing Algorithm Registers: An Organizational Perspective.

Veale, M., Van Kleek, M., & Binns, R. (2018). *Fairness and accountability design needs for algorithmic support in high-stakes public sector decision-making.* In Proceedings of the 2018 Chi Conference on Human Factors in Computing Systems (pp. 1–14).

Veale, M., & Brass, I. (2019). *Administration by algorithm? Public management meets public sector machine learning. Public management meets public sector machine learning.*

Walter, Y. (2024). Managing the race to the moon: Global policy and governance in Artificial Intelligence regulation—A contemporary overview and an analysis of socioeconomic consequences. Discover Artificial Intelligence, 4(1), 14.

Waltl, B., & Vogl, R. (2018). *Increasing transparency in algorithmic-decision-making with explainable AI.* Datenschutz und Datensicherheit-DuD, 42(10), 613-617.

Wang, R., Harper, F. M., & Zhu, H. (2020, April). *Factors influencing perceived fairness in algorithmic decision-making: Algorithm outcomes, development procedures, and*

individual differences. In Proceedings of the 2020 CHI conference on human factors in computing systems (pp. 1-14).

Weerts, H. J. P. (2021). *An Introduction to Algorithmic Fairness.* 1–18. http://arxiv.org/abs/2105.05595

Whiteford, P. (2021). *Debt by design: The anatomy of a social policy fiasco–Or was it something worse?* Australian Journal of Public Administration, 80(2), 340-360.

Wieringa, M. (2023). *"Hey SyRI, tell me about algorithmic accountability": Lessons from a landmark case.* Data & Policy, p. 5, e2.

Yigitcanlar, T., Corchado, J. M., Mehmood, R., Li, R. Y. M., Mossberger, K., & Desouza, K. (2021). *Responsible urban innovation with local government artificial intelligence (AI): A conceptual framework and research agenda.* Journal of Open Innovation: Technology, Market, and Complexity, 7(1), 71.

Yin, R.K. (2003). *Case Study Research: Design and Methods*. Sage Publications, Thousands Oaks.

Yin, R.K. (2009). *Case study research: Design and methods (4th ed.).* Thousand Oaks, Calif.: Sage.

Yin, R.K. (2008). *Case Study Research: Design and Methods.* 4th Edition, Sage Publications, Thousand Oaks.

Yin, R. K. (2017). Case Study Research and Applications: Design and Methods. Washington DC: Sage Publications.

References for Figures

Figure 1: Adapted from Mäntymäki, M., Minkkinen, M., Birkstedt, T., & Viljanen, M. (2022). Defining organizational AI governance. AI and Ethics, 2(4), 603-609.

Figure 2: Schuitemaker, N., van Vliet, M., & Brinkkemper, S. (2024). Realizing the Accountability of Algorithms in the Public Sector: a Reference Method for Managing Algorithm Registers.

Figure 3: Fountain, J. E. (2001). *Chapter 6: Enacting Technology. Building the Virtual State: Information Technology and Institutional Change.*

Figure 4: Key Actors in Technology Enactment (Fountain, 2001, Chapter 6, p.7.) 30

Figure 5: Giest, S., & Grimmelikhuijsen, S. (2020). *Introduction to special issue algorithmic transparency in government: Towards a multi-level perspective.* Information Polity, 25(4), 409-417.

Figure 6: Own creation

Figure 7: Translated to English from El Yassini, S., Van Eemeren, A., & Prinsen, L. (2022). *Grip on algorithms Approach and tools for a responsible use of algorithms in Amsterdam.* Gemeente Amsterdam. Retrieved May 1, 2024, from https://assets.amsterdam.nl/publish/pages/1053010/playbook_algorithms.pdf

Figure 8: City of Amsterdam. (n.d.) (d). *Illegal holiday rental housing risk*. Retrieved April 27, 2024, from https://algoritmeregister.amsterdam.nl/ai-system/illegal-holiday-rental-housing-risk/109/

References for Tables

Table 1: Own creation based on Haataja, M., van de Fliert, L., Rautio, P. (2020). *Public AI Registers: Realising AI transparency and civic participation in government use of AI: Whitepaper.* City of Amsterdam, City of Helsinki: Saidot Ltd.

Table 2: UN-Habitat - United Nations Human Settlements Programme (2022). *Mainstreaming human rights in the digital transformation of cities – A guide for local governments*, available at https://unhabitat.org/mainstreaming-human-rights-in-the-digital-transformation-of-cities-a-guide-for-local-governements

Table 3: Own creation

Table 4:

(a) Tada.City. (n.d.)(a). Home. Retrieved May 26, 2024, from https://tada.city/en/home-en/

(b) CCDR. (n.d.). (a). *About Us. Cities Coalition for Digital Rights.* Retrieved on May 5, 2024, from https://citiesfordigitalrights.org/thecoalition

Table 5: Own creation adapted from Ada Lovelace Institute (2020). *Transparency mechanisms for UK public-sector algorithmic decision-making systems.* Ada Lovelace Institute Library. Retrieved May 14, 2024, from https://www.adalovelaceinstitute.org/report/transparency-mechanisms-for-uk-public-sector-algorithmic-decision-making-systems/

Declaration of Authorship

I hereby declare that, to the best of my knowledge and belief, this Master Thesis titled "Algorithmic Governance in Local Governments. Case Study on the City of Amsterdam: Context, Enablers and Barriers for Implementing Algorithmic Transparency" is my own work. I confirm that each significant contribution to and quotation in this thesis that originates from the work or works of others is indicated by proper use of citations and references.

Berlin, 05 July 2024

Mariana Lavín Barrientos.

Consent Form

for the use of plagiarism detection software to check my thesis

Name: Lavin Barrientos
Given Name: Mariana Paz
Student number: 541320
Course of Study: Public Sector Innovation and eGovernance
Address: Schlossplatz 2, 48149 Münster
Title of the thesis: Algorithmic Governance in Local Governments. Case Study on the City of Amsterdam: Context, Enablers and Barriers for Implementing Algorithmic Transparency

What is plagiarism? Plagiarism is defined as submitting someone else's work or ideas as your own without a complete indication of the source. It is hereby irrelevant whether the work of others is copied word by word without acknowledgment of the source, text structures (e.g. line of argumentation or outline) are borrowed or texts are translated from a foreign language.

Use of plagiarism detection software. The examination office uses plagiarism software to check each submitted bachelor and master thesis for plagiarism. For that purpose the thesis is electronically forwarded to a software service provider where the software checks for potential matches between the submitted work and work from other sources. For future comparisons with other theses, your thesis will be permanently stored in a database. Only the School of Business and Economics of the University of Münster is allowed to access your stored thesis. The student agrees that his or her thesis may be stored and reproduced only for the purpose of plagiarism assessment. The first examiner of the thesis will be advised on the outcome of the plagiarism assessment.

Sanctions. Each case of plagiarism constitutes an attempt to deceive in terms of the examination regulations and will lead to the thesis being graded as "failed". This will be communicated to the examination office where your case will be documented. In the event of a serious case of deception the examinee can be generally excluded from any further examination. This can lead to the exmatriculation of the student. Even after completion of the examination procedure and graduation from university, plagiarism can result in a withdrawal of the awarded academic degree.

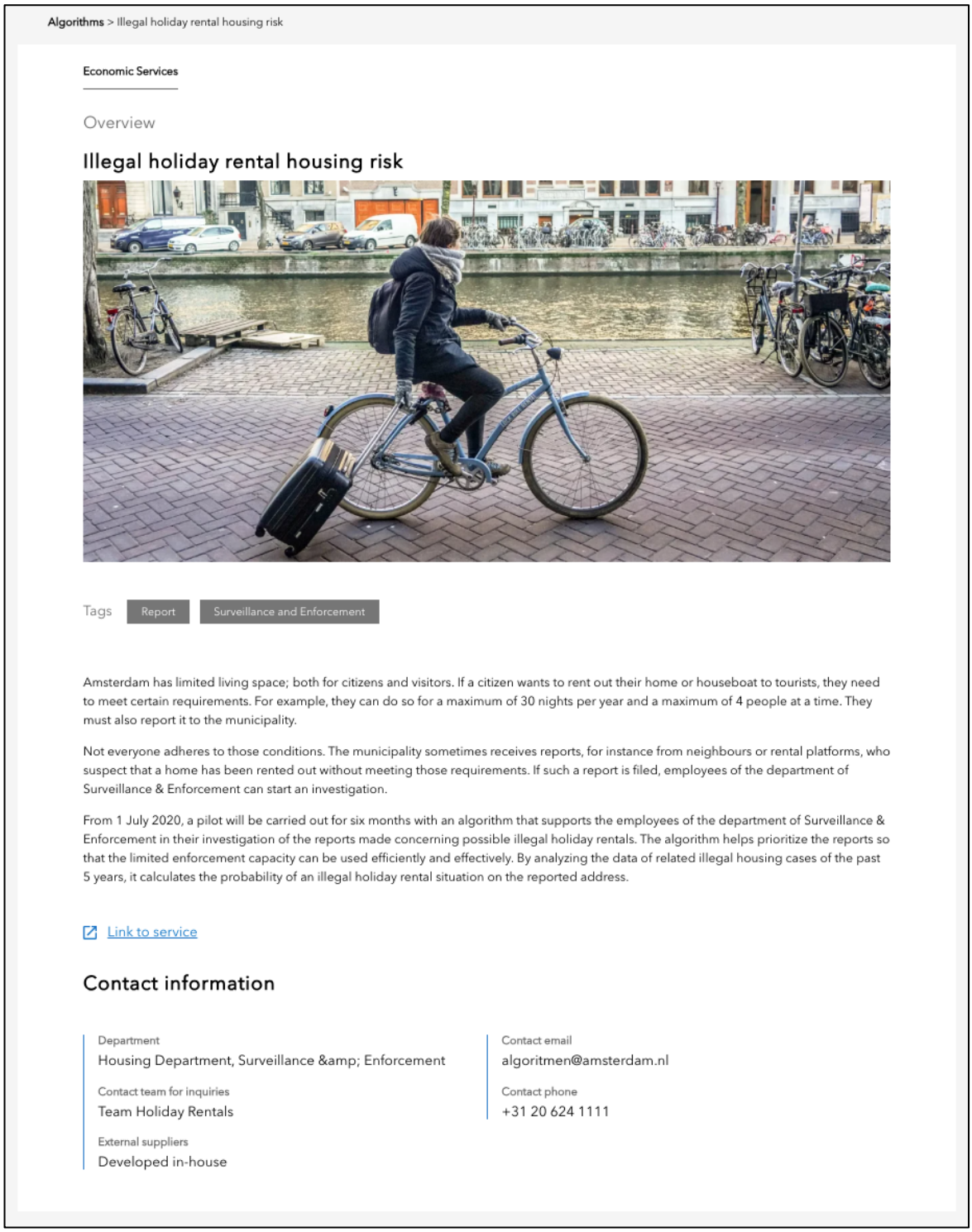
I confirm that I have read and understood the information in this document. I agree to the outlined procedure for plagiarism assessment and potential sanctioning.

Berlin, 5th July 2024, Mariana Lavín Barrientos.

Appendix

Content of the Algorithmic Rrgister – Example: Illegal holiday rental housing risk

1. Overview:



Algorithms > Illegal holiday rental housing risk

Economic Services

Overview

Illegal holiday rental housing risk

Tags Report Surveillance and Enforcement

Amsterdam has limited living space; both for citizens and visitors. If a citizen wants to rent out their home or houseboat to tourists, they need to meet certain requirements. For example, they can do so for a maximum of 30 nights per year and a maximum of 4 people at a time. They must also report it to the municipality.

Not everyone adheres to those conditions. The municipality sometimes receives reports, for instance from neighbours or rental platforms, who suspect that a home has been rented out without meeting those requirements. If such a report is filed, employees of the department of Surveillance & Enforcement can start an investigation.

From 1 July 2020, a pilot will be carried out for six months with an algorithm that supports the employees of the department of Surveillance & Enforcement in their investigation of the reports made concerning possible illegal holiday rentals. The algorithm helps prioritize the reports so that the limited enforcement capacity can be used efficiently and effectively. By analyzing the data of related illegal housing cases of the past 5 years, it calculates the probability of an illegal holiday rental situation on the reported address.

Link to service

Contact information

Department
Housing Department, Surveillance & Enforcement

Contact team for inquiries
Team Holiday Rentals

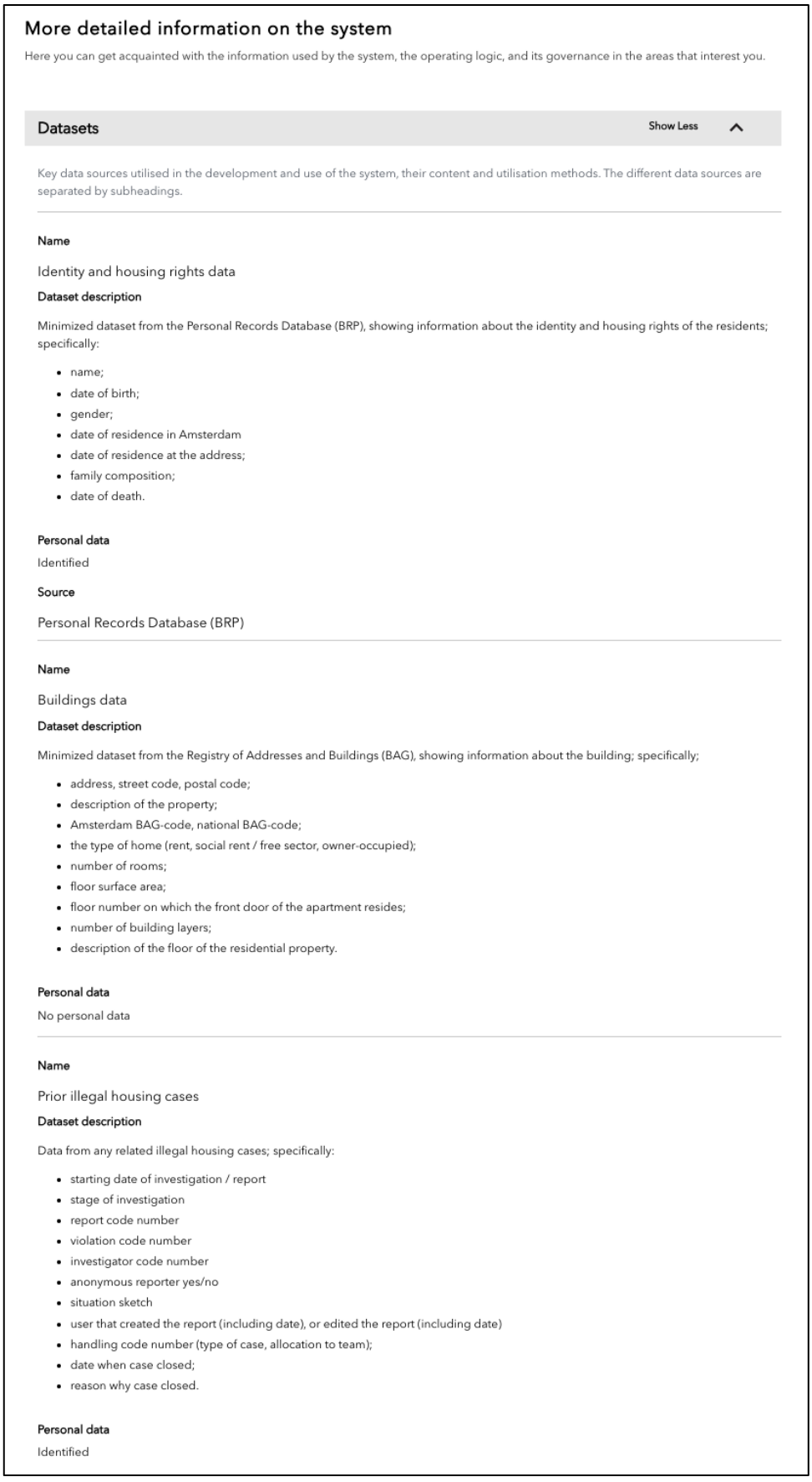
External suppliers
Developed in-house

Contact email
algoritmen@amsterdam.nl

Contact phone
+31 20 624 1111

2. More detailed information on the system:

a) Datasets:



More detailed information on the system

Here you can get acquainted with the information used by the system, the operating logic, and its governance in the areas that interest you.

Datasets

Show Less

Key data sources utilised in the development and use of the system, their content and utilisation methods. The different data sources are separated by subheadings.

Name

Identity and housing rights data

Dataset description

Minimized dataset from the Personal Records Database (BRP), showing information about the identity and housing rights of the residents; specifically:

- name;
- date of birth;
- gender;
- date of residence in Amsterdam
- date of residence at the address;
- family composition;
- date of death.

Personal data

Identified

Source

Personal Records Database (BRP)

Name

Buildings data

Dataset description

Minimized dataset from the Registry of Addresses and Buildings (BAG), showing information about the building; specifically;

- address, street code, postal code;
- description of the property;
- Amsterdam BAG-code, national BAG-code;
- the type of home (rent, social rent / free sector, owner-occupied);
- number of rooms;
- floor surface area;
- floor number on which the front door of the apartment resides;
- number of building layers;
- description of the floor of the residential property.

Personal data

No personal data

Name

Prior illegal housing cases

Dataset description

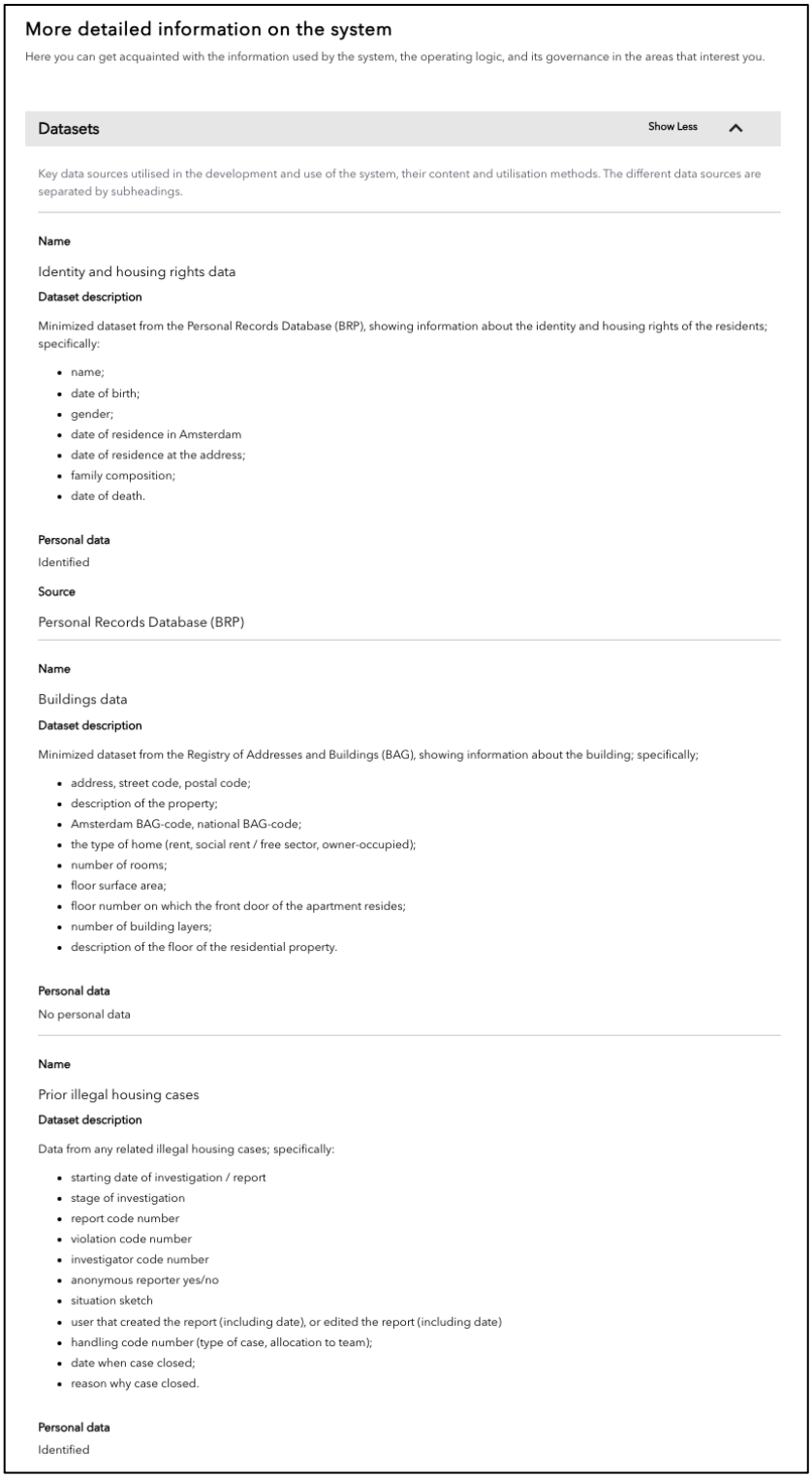
Data from any related illegal housing cases; specifically:

- starting date of investigation / report
- stage of investigation
- report code number
- violation code number
- investigator code number
- anonymous reporter yes/no
- situation sketch
- user that created the report (including date), or edited the report (including date)
- handling code number (type of case, allocation to team);
- date when case closed;
- reason why case closed.

Personal data

Identified

Datasets (continuation):



More detailed information on the system

Here you can get acquainted with the information used by the system, the operating logic, and its governance in the areas that interest you.

Datasets Show Less

Key data sources utilised in the development and use of the system, their content and utilisation methods. The different data sources are separated by subheadings.

Name

Identity and housing rights data

Dataset description

Minimized dataset from the Personal Records Database (BRP), showing information about the identity and housing rights of the residents; specifically:

- name;
- date of birth;
- gender;
- date of residence in Amsterdam
- date of residence at the address;
- family composition;
- date of death.

Personal data

Identified

Source

Personal Records Database (BRP)

Name

Buildings data

Dataset description

Minimized dataset from the Registry of Addresses and Buildings (BAG), showing information about the building; specifically;

- address, street code, postal code;
- description of the property;
- Amsterdam BAG-code, national BAG-code;
- the type of home (rent, social rent / free sector, owner-occupied);
- number of rooms;
- floor surface area;
- floor number on which the front door of the apartment resides;
- number of building layers;
- description of the floor of the residential property.

Personal data

No personal data

Name

Prior illegal housing cases

Dataset description

Data from any related illegal housing cases; specifically:

- starting date of investigation / report
- stage of investigation
- report code number
- violation code number
- investigator code number
- anonymous reporter yes/no
- situation sketch
- user that created the report (including date), or edited the report (including date)
- handling code number (type of case, allocation to team);
- date when case closed;
- reason why case closed.

Personal data

Identified

b) Human Oversight

c) Data Processing

d) Non-discrimination

Human oversight

Show Less

Human oversight during the use of the service.

There is no automated decision-making. An investigation into a suspected illegal holiday rental is always the result of a report. This report is, for instance, submitted by a citizen or rental platform. The algorithm helps the employee of the department of Surveillance & Enforcement to prioritize the most probable cases from the workload so that they can select them for a field investigation. The algorithm facilitates a planner's specific consideration of starting a field investigation at an address. The employee is provided with a visualization that shows which data features play a key role in the "risk assessment" of the algorithm, and which don't. With this visualization, they can assess if they should follow the risk assessment of the algorithm or not.

The responsible supervisor and the project enforcer are the ones to determine if there is actually a case of illegal housing. They determine this by conducting preliminary research and field investigations. The case is then discussed intensively in a debriefing with the employees who partake in the decision-making process. The algorithm, therefore, has a significant influence on the planner, but it does not make independent decisions on whether or not illegal holiday rental is determined.

A work instruction has been drawn to prevent employees from having excessive confidence in the algorithm. In addition, the employees undergo training to recognize the opportunities and risks of using algorithms.

Data processing

Show Less

The operational logic of the automatic data processing and reasoning performed by the system and the models used.

System architecture description

An algorithm has been developed that can find relationships and patterns in a large amount of information about illegal housing. The algorithm calculates which information can be associated with illegal housing and to what degree, and which information cannot. The algorithm does this by performing mathematical calculations according to the probability tree principle. A large number of probability calculations are performed by the algorithm, and an average is then taken. This average is used to generate the mathematical expectation of illegal holiday rental at an address. This expectation of illegal holiday rental at an address is only calculated by the algorithm when a new report is received for suspicion of illegal holiday rental at an address.

This type of algorithm is called a "random forest regression". To make sure employees understand the consideration that the algorithm is making, the "SHAP" method is used (SHapley Additive exPlanations: https://github.com/slundberg/shap). SHAP calculates, which features in the data have resulted in high or low suspicion of illegal housing. This ensures that an employee can always understand what the algorithm based its risk assessment on, so they can make a well-considered decision.

System architecture image

holiday_rental_housing_fraud_risk.png

Performance

The advantage of a 'random forest regression' is that it is a fairly complex algorithm that can approximate reality quite well. However, there is a risk of overfitting. A "tree" with many layers squeezes the data to provide specific answers. It has been researched how many layers the model needs to remain generic and therefore, not to overfit. In addition, continuous data points are categorized (grouped), so that the model has a clear number of options instead of the infinite number of continuous values. This makes the model better suited to reach a conclusion.

Non-discrimination

Show Less

Promotion and realisation of equality in the use of the service.

During the development of the algorithm, the available datasets were critically examined, using a privacy impact assessment. It was decided that only a minimal selection should be used for data processing. Only information that is critical to determine if the Housing Act is violated is included in the dataset on which the algorithm was developed. Information such as place of birth, nationality, marital status, and country of birth is not included in the algorithm. This ensures that there is no prejudice towards groups of people.

The data used for the algorithm comes from previous illegal holiday rental cases. Good-quality data must be used to substantiate an enforcement decision and to make it legally sustainable. It is therefore assumed that the underlying data does not contain such material biases that it is necessary to doubt the reliability of the data and the probability calculation.

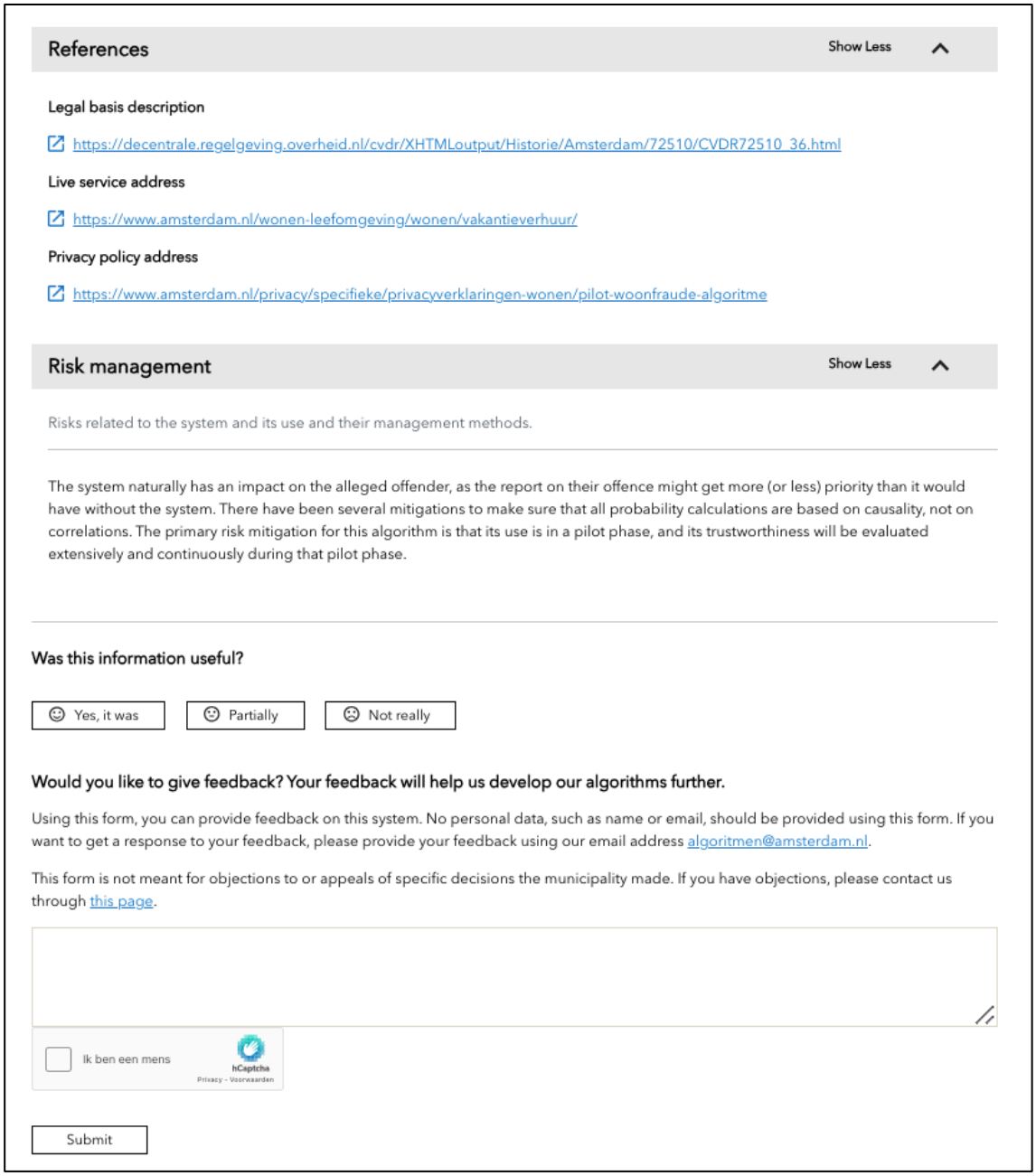
However, an algorithm can be so good at finding patterns that excluding sensitive data is not enough. We therefore also investigated whether the non-sensitive data processed by the algorithm indirectly leads to undesirable differences in treatment between cases. For example, it could be that in certain neighborhoods many of the people living there are of a certain nationality; or that certain groups on average have larger families. If the algorithm then uses data such as the postal code or family size, it can still indirectly distinguish between certain groups, simply by distinguishing between neighborhoods or family size. In this case, a group can still be disadvantaged by the algorithm, even if the group is not explicitly known to the algorithm. We have therefore chosen to conduct further research into this form of algorithmic bias during the pilot. For this we use the "AI Fairness 360 toolkit"(https://aif360.mybluemix.net).

e) **References**

f) **Risk Management**

g) **User Feedback**

h) **Submit**



II a. Transcript Interview Digital Rights Expert - Original version (Spanish)

Position / role: Expert in Digital innovation, open data, digital rights in Local Governments. Leading the drafting of guidelines of the International Guidelines on People Centered Smart Cities in UN-HABITAT.

Date: April 11th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Digital Rights Expert.***

Language: Spanish (Original)

(00:00:00) - Interviewer: Eso en mi eh, en mi investigación me quise enfocar. Y también porque sabía de los proyectos que estaban haciendo con unit, eh? Y ahí Xime, me me me contó de toda de todo lo que estaban haciendo, eh? Y también de la agenda de derechos digitales. Y ahí yo. Pero quedé un poco enamorada, eh? Porque también estaba muy vinculado lo que estoy estudiando. Y en eso hice como ir enfocándome como en, como más en específico, eh, sobre todo en estos elementos de transparencia, eh, algorítmica que porque está habiendo dentro de eh, las distintas áreas de eh, de trabajo del del eh, con la coalición de ciudades,
(00:06:25) - Digital Rights Expert: La coalición de ciudad. Si a mí también me cuestan español
(00:06:29) - Interviewer: Porque además, como con lo con lo acrónimo, eh, era como al parecer uno que estaba menos desarrollado que las otras áreas, eh? Y ahí nace mi interés como de meterme un poco a descubrir como cuáles son principalmente esos factores que pueden influenciar en en el éxito o la implementación de estrategias en este ámbito.
(00:06:53) - Digital Rights Expert: Ok,
(00:06:54) - Interviewer: Y para eso, mi estrategia era hacer unos casos con las ciudades que se veían más avanzadas. Y para eso seleccioné Barcelona y Amsterdam. Entonces ya ya me junté con
(00:07:06) - Digital Rights Expert: [Former DR Lead] con [Former DR Lead Barcelona]
(00:07:07) - Interviewer: Y con [Former DR Lead] tengo hoy también después más tarde, eh? Y en eso nada. Tu también. Tu experiencia, desde una visión más general o de otras ciudades. Y de estas me sirve mucho, eh? Y en el fondo, mi búsqueda es entender, más en específico que elementos de la gobernanza de estas ciudades, que tienen un efecto en en esta implementación de esta tienda o en específica transparencia y accountability y como rend esto todavía no logro encontrar es que en español, porque nosotros acá en chi, somos a cont como palabra, pero supo que es rendición de cuenta. Sí,
(00:07:48) - Digital Rights Expert: Sí que a que igual no es como,
(00:07:51) - Interviewer: No tampoco el mismo téo
(00:07:53) - Digital Rights Expert: Sí. Ok. Pero
(00:07:56) - Interviewer: Eso eso como a nivel de contexto, me faltó preguntarte antes si podía grabar que estoy grabando.
(00:08:02) - Digital Rights Expert: Si no, tranquila, tranquila. Lo vi. Bueno,

(00:08:07) - Interviewer: Eh? Es que especialmente a mí me pasa como en español, como que pierde un poco las
(00:08:11) - Digital Rights Expert: Tranquila.
(00:08:12) - Interviewer: Perfecto, eh? Y nada. Preguntarse entonces, preguntando como, cuál es tu, eh, ro, el cargo función, eh, dentro de porque tú estás directamente en UN-Habitat cierto?
(00:08:29) - Digital Rights Expert: Sí, estaba y ahora vuelvo a estar y te cuento un poco, pero hace dos semanas volví. Ah,
(00:08:35) - Interviewer: Buenísimo.
(00:08:36) - Digital Rights Expert: Sí, sí, sí,
(00:08:37) - Interviewer: No. Sí, eso como una introducción, si
(00:08:39) - Digital Rights Expert: No. O sea, yo vengo de trabajar casi 10 años en el en el BID (Banco Interamericano de Desarrollo), eh? Mi foco, bueno, empezó en Argentina con lo que en su momento se llamaba eGovernment. Y después cuando me fui a la sede, o sea DC, trabajé más en proyectos de digital governance. Pero siempre el foco estuvo más en open eh? Bueno, trabajé en su momento, estaba la coordinación de la estrategia digital nacional en México. Argentina estaba también muy fuerte en datos abiertos. Costa rica. Estaba intentando hacer algo en gobierno abierto, eh? Entonces, como que trabajé con con algunos países en la región más en concreto en en open y después trabajé en digital governance, en otros en otros países, cuando bueno, dejo el BID, me voy al open data Institute en UK. Fue durante el COVID. Entonces siempre estuve remoto, pero estuve trabajando un año con el equipo.
(00:09:39) - Digital Rights Expert: Mi foco estaba más en data governance y infraestructura. Y después estuve antes de pasar ahí en hábitat, trabajando otro año en la FAO en una iniciativa que se llama Digital Digital Village Initiative sobre transformación digital en zonas rurales y en ONU Habitat, lo que hice fue coordinar el proyecto de Digital Rights en Europa. Pero bueno, eh, después dentro de mis otras responsabilidades en ONUHhábitat, también estuve involucrada en el en el proyecto de América latina. Ahora vamos a hablar seguramente de eso. Y ahora, eh, hace dos semanas volví a trabajar con ONU Hábitat y estoy trabajando en las International Guidelines de People-Centered-Cities. Entonces, y en hábito tiene esta unidad que habla de ciudades inteligentes basadas en las personas. El año pasado se aprobó en asamblea, eh, una resolución que le daba la facultad a ONU-Hábitat de hacer unas líneas guía, como se dicen, sí líneas guía, no sé como se dice línea, cuida.
(00:10:48) - Digital Rights Expert: Se dice en italiano, mi cerebro está hablando, está pensando en tres idiomas, pero son sí, unas guías, para explicar un poco el concepto y brindar recomendaciones a los países, de cómo construir ciudades más entradas, las personas, sino tanto en la tecnología. Así que esas, esa es mi experiencia sobre transparencia algorítmica en particular, o sea solamente de mi trabajo de la coalición. Y bueno, eh, no sé algo si qué ver, o sea, uno de los pilotos del proyecto fue el Digital Rights Charter de la ciudad de Bruselas donde ahí hablamos también sobre transparencia algorítmica. Es un tema muy emergente en las ciudades, eh? Bueno, yo diría también a nivel nacional, sobre todo en América latina, eh? Es un tema que, por ejemplo, lo que me gusta del caso de Barcelona es que ponen distintos grados de transparencia para distintos stakeholders.
(00:11:58) - Digital Rights Expert: Entonces, entienden el tipo de nivel de transparencia que necesitan tener con los ciudadanos, con los gobiernos, con los sectores privados y demás. O sea, el concepto es muy difícil de digerir por los ciudadanos, pero a su vez también tienen el derecho de saber, eh, para qué están siendo usados sus datos y cómo están siendo usados en los sistemas, eh? Quizás no necesitan saber el tipo de aprendizaje

que tiene el ahí para, digamos, por un tema más de conocimiento, pero sí saber para qué están utilizados y cómo los van a impactar a ellos positiva y negativamente. Eh? Creo que también el tema de transparencia algorítmica trae la trae consigo la mochila de lo que es la transparencia de datos que, o sea, el tema de transparencia de datos también en su momento fue tratado como publicar datos y se desconocieron agendas o cosas importantes como la calidad de los datos, la regulación, la gobernanza de los datos.
(00:13:01) - Digital Rights Expert: Entonces, como que, eh, no quisiera, pero estoy viendo los mismos errores o los mismos temas que se están tratando con con el tema de transparencia y datos abiertos. Lo veo también de transparencia algorítmica, eh? Quizás porque el tema de transparencia de transparencia es como un poco abstracto, eh? Y cada uno lo mira desde su sector. Pero sí, me parece que las ciudades tienen un rol fundamental en en, digamos, porque al final del día, eh, todos los sistemas de inteligencia artificial impactan a las personas que viven en ciudades. Y la primer institución que está cerca de las personas impactadas por estos sistemas son las ciudades. Entonces, las ciudades muchas veces no entienden que tienen un rol fundamental, eh? Y también creo que es importante que en cualquier iniciativa de transparencia algorítmica se empiece a nivel local, o sea, o sea, digamos, se empiece capacitando a a los funcionarios públicos para que para que entiendan del tema eso como introducción,
(00:14:08) - Interviewer: Preguntaré, fuiste a mis preguntas
(00:14:12) - Interviewer: Eh, eh, crees tú que existe? Como porque yo estoy, estoy usando como un eh de análisis que que tiene como tres elementos, por un lado, la parte más estratégica que viene de dentro, una agenda en este caso también planteada por una organización que ya está conformada, que define principios, etcétera, eh? Entonces dentro de la ciudad tenis primero como más estratégico de agenda, por otro lado, está toda la parte como más de governance. Entonces, cuáles son las estructuras internas relacionadas con esta nueva política y después ya está la parte tecnológica, cierto? Y la gracia de este modelo es que me permiten estas tres dimensiones como evaluar, eh, la aplicación de estas estrategias.
(00:14:57) - Digital Rights Expert: Entonces, para era uno estrategia, la otra es gobernanza.
(00:15:02) - Interviewer: Y el otro, la tecnologia.
(00:15:02) - Digital Rights Expert: Tecnología
(00:15:04) - Interviewer: Que eso es parte de un del egovernance enactment framework, así se llama. Y, y básicamente lo que dice que estos tres elementos se interconectan entre los tres, o sea, hasta la tecnología, también tiene una influencia en las tecnologías que usan las ciudades. Por ejemplo, también define cómo estamos empezando a usar inteligencia artificial en las ciudades. No tenemos ninguna, ningún tipo de regulación o control para ello. Y eso genera un push para que desde la agenda desde la parte más política, se establezcan ciertas normativas ciertas de estructura en este caso, agenda de política pública, eh? Entonces eso es un poco estas interconexiones, pero mi foco principal desde la parte de como de la gobernanza misma, pero para eso, quiero entender como la parte estratégica. Entonces, de lo que de lo que me me contabas, así como a nivel de contexto, eh, he ido como dándome cuenta también que acá pasa algo que en otros áreas no es tan típico y que es que existe este input más desde las ciudades que por sobre los gobiernos centrales implementando una policía que después de cae en en los gobiernos locales. Eh? Entonces primero eso, si que crees que efectivamente acá hay, hay más un push, una como empuje de esta agenda que que efectivamente existe a nivel más europeo, digamos primero, eh, desde las ciudades, eh, y que está empezando más conocimiento a nivel de derechos digitales, eh? Y como eso también se relaciona a nivel, eh, a nivel nacional y podría ser hasta regional.

(00:16:38) - Digital Rights Expert: Sí. O sea, ahí es una pregunta muy compleja. Tenemos una hora, pero a ver, hay muchos, bueno. Y ahora también a nivel de regulación europea, hay muchos países, bueno, y ahora regiones que están empezando a pensar cómo gobernar la inteligencia artificial, eh? El tema de transparencia algorítmica están todas esas agendas salvo en las primeras estrategias de de inteligencia artificial donde casi no las mencionan. No hablan más de consentimiento explícito. Hablan un poco de algoritmo, pero no hablan tanto de transparencia, eh? Yo creo que el tema de que las ciudades hayan puesto este tema en agenda me parece que es por el, digamos por los impactos, o sea por las por los impactos que tienen sobre sobre sus votantes o residentes o demás, eh? Y a su vez, porque bueno, en temas de regulación, muchas ciudades siempre van más a la vanguardia del gobierno central porque me parece que necesitan, como menos, digamos, como que tienen más herramientas para hacer algo accountable o para, digamos, tirar una iniciativa.
(00:17:50) - Digital Rights Expert: Y no tienen tanta intervención de los congresos o del lobby o demás. No es como más un tema de de qué tipos de herramientas normativas tienen las ciudades en comparación con un país , después sí, me parece que también las ciudades en en la agenda de datos también siempre han estado mucho más avanzadas que los gobiernos nacionales. Los gobiernos nacionales han siempre bueno, hablan, hablan de transparencia y publican unos datasets que te dan ganas de llorar en América latina sobre todo, o sea bs, PDFs, datos no estructurados datos sin columnas. Y no sé si es un desastre, eh? Me parece que la palabra transparencia sufre mucho de ese tema. No, decir bueno, sí, al público lo lo meto en un sitio web y ahí muere, eh, cuando en realidad las ciudades son las que realmente usan datos y se benefician de, se pueden beneficiar de eh algoritmos o de eh sí o de otras herramientas que tomen decisiones o que analicen datos para para brindar intelligence, eh? Y por eso también es necesario regularlas. También creo que no todas las ciudades están listas para o sea, quieren regular el tema, eh, no tienen tampoco el push nacional, ahora un poquito con la con el en en la unión europea con el AI Act, pero también, o sea, todavía si, si ves todos los comentarios de sociedad civil, lo que están diciendo es que sirve para balancear los riesgos de la inteligencia artificial, pero hay ciertas aplicaciones como de surveillance o uso de algoritmos para, eh, control migratorio y demás, que no está lo suficientemente regulado, eh,
(00:19:47) - Interviewer: Entiendo no
(00:19:49) - Interviewer: Es? Porque el foco está más en la regulación hacia privados?
(00:19:52) - Digital Rights Expert: No, no. O sea lo que hace la lo que brinda la unión Europea es como un o sea, no dio un ban total. O sea, no te dice dónde no aplicarla, que eso es, eso debería ser como lo ideal donde obviamente hayan donde haya un impacto sobre, eh, human rights o libertades fundamentales es donde no se te tiene que ocurrir, pero ni siquiera o sea, innovar, en mi en mi opinión, y innovar con ninguna tecnología. O sea, también estás viendo, no sé si visto que usan crypto monedas en en eh, lugares donde hay refugiados, o sea, para mí, digamos cuando hay derechos humanos, vulnerados o situaciones donde hay comunidades vulneradas, no deberías implementar ningún tipo de nueva tecnología. O sea, no hubo ban total, solamente dicen que es de alto riesgo. Entonces, digamos todos los algoritmos que tienen alto riesgo tienen más checks, digamos, para que sea probado, lo que no quiere decir que esté prohibido o sea lo que no quiere decir que hagan como, como se hace ahora con el GDPR, que se interpreta la ley como se interpreta y se salta porque no hay capacidad dentro del estado para held accountable a los privados que usan estas tecnologías.
(00:21:11) - Digital Rights Expert: Y eso es otro tema. O sea vos, puedes tener buenas regulaciones de transparencia algorítmica, pero al final del día, los que hacen enforcement no tienen la capacidad para para que se cumpla la ley o que se cumplen las regulaciones.

Por qué? Porque los departamentos legales de las big tech son, pro en saltar la ley. Entonces es como, hay un desafío, eh? Y después hay otra cosa a ti te
(00:21:37) - Interviewer: Interrumpa. Pero para hacer crees que hay un desafío ahí también aplicable a nivel local?
(00:21:42) - Digital Rights Expert: Sí, sí, sí, totalmente. O sea ahí digamos sobre todo por el tema de accountability, eh, para ahí a decir otra cosa que también tenía que ver con los gobiernos locales. Y me olvidé, eh? Bueno, ya se me ya se me va, se me va. Ah, sí, no sobre procurement. O sea, ahí también. Transparencia. Algorítmica debería estar desde el memento en el cual vos adquirís una tecnología, eh? O desde el memento en que decís que era un sistema, eh, no, eh? Para un segundito hi (Former DR Lead)...
(00:23:00) - Digital Rights Expert: Bueno, ahora tengo menos tiempo porque, bueno, estoy trabajando con [Former DR Lead] le digo tengo entrevista con Mariana Lavin. Y ah, sí, yo también. No, eh, má
(00:23:17) - Interviewer: Difícil lo necesitan para otro momento. Porque si no,
(00:23:19) - Digital Rights Expert: No, tranquila, tranquila, eh, no que me parece que el tema de transparencia era algorítmica. También debería ser explícito en los procesos de procurement o en, digamos, cada vez que vos compras tecnología o que le pedís a un vendor que te haga, eh, un sistema de decisión basado en datos, lo que sea, me parece que tiene que ser por diseño, digamos, eh, cosa que no está pasando ahora, obviamente.
(00:23:43) - Interviewer: Eso pasa porque existen entonces, ahora como instrumentos de de compra pública que son como que que no consideraban esta total.
(00:23:52) - Digital Rights Expert: Sí, sí. Y la ciudades son presas de los vendors o sea, o sea, no solo te estoy diciendo algoritmos que que no son explainable. O sea que no entienden cómo funcionan, pero se los se los compraron privados, eh? También los privados están quedando con los con esto con los datos de entrenamiento, o sea que recolectan entonces, eh, me parece que también es un tema de de procurement o sea, de cómo de cómo las ciudades están usando los venderos o cómo cómo las ciudades están innovando con tecnología a través de terceros. Y eso también creo que que de que es un tema de gobernanza y después, o sea la más en la en la parte estratégica, me parece que ahí hay como un problema básico y es como explicar las consecuencias no deseadas de las tecnologías en general. Esto no es solo de la IA, es muy difícil para las ciudades comunicar cuando se equivocan con uso de tecnología desde surveillance hasta gente que ha sido target porque un un algoritmo la reconoció mal, eh?
(25:01) - Digital Rights Expert: Y demás, eh? Bueno, ella está al caso de de la ciudad de buenos aires, la cantidad de gente que ha arrestado porque el algoritmo le ha dicho que era su un sujeto que estaba haciendo buscado por la justicia y se dieron cuenta de que era un problema de input de datos de la policía cuando, o sea, sí, que a veces uno dice bueno, unintended consequences, pero, o sea, estás impactando realmente, o sea, estás metiendo una persona prácticamente en la cárcel porque hubo un problema de input de los datos, no, eh, a nivel de tecnología, es muy difícil ser transparente. Si ni siquiera la gente que desarrolla esa tecnología entiende cómo funcionan los algoritmos. Hay que ser sinceros, ahi a las auditorías algorítmicas ayudan un poco para entender qué resultados, digamos para testear qué resultados tienen algoritmo, ver a quién sega, meterle más datos de entrenamiento y demás. Pero …
(26:07) - Interviewer: Pero entonces decís como que también hay en esta lógica, dado que se eh que se generalizan, eh, ciertos servicios tecnológico y producto, eh? También hay como un porque eso también en la gobernanza, como las capacidad no solo internas, pero también de estos proveedores pasan a ser de la orgánica. Existe una limitante. Entonces ahí también desde los mismos.

(26:29) - Digital Rights Expert: Es una limitante de los gobiernos locales. Yo creo que las big tech están felices desde problema, digamos, se aprovechan de esas situaciones, eh? Pero sí, es algo de gobernanza, que que se es un aspecto de la gobernanza que se tiene que tener en cuenta, eh, a la hora de pensar transparencia algorítmica, eh,
(26:53) - Interviewer: Así es internas de los servidores públicos locales.
(26:57) - Digital Rights Expert: Sí, total
(26:59) - Interviewer: También una habilitadora. Sí,
(27:02) - Digital Rights Expert: Sí, sí. O sea ahí, como te había dicho antes, eh? Es el tema de capacidades de está desde el enforcement. O sea, una vez que está la ley que capaz que le hicieron tres personas que entienden lo que es le transparencia algorítmica, cómo haces para bajarlo a hasta el último servidor público? No inclusive el que está atendiendo a la gente o el que está en contacto con la gente impactada por estos sistemas, eh? Es que ahí digamos, en el tema de transparencia algorítmica es entender de que hay personas que están siendo o target de estos sistemas o excluidas totalmente, eh? Creo que a veces, o sea, nosotros, que trabajamos en temas más técnicos, nos enfocamos más en la transparencia, algorítmica más como tecnología y no como el impacto que qué tiene eso en la vida real de las personas, eh? Si. Sí, eso no sé. O sea, es un tema súper, súper, súper complejo, eh? Como ya, como te digo, no conozco bien el tema. O sea, sé que Amsterdam pública, eh, el código y los algoritmos que está utilizando conozco un poco más a fondo el caso de Barcelona porque lo usamos como caso testigo para Bruselas. Lo que me interesa de Barcelona es eso como que dividen qué deberías saber? Cada audiencia en temas de transparencia algorítmica me parece sumamente importante, eh? Y eso
(28:37) - Interviewer: Que no se bordado tanto en en los que van más avanzados como porque una cosa es poner todo ahí, cierto? Y otra. Pero otra cosa es que del otro lado se entienda. Claro,
(28:46) - Digital Rights Expert: Ese es el tema para mi Amsterdam, lo que está haciendo está muy bien en publicar. Lo que no entiendo es si hace, si tiene iniciativas para que la gente entienda y por eso te digo que a veces el tema de transparencia algorítmica se parece mucho al tema de transparencia en datos. O sea, publish you check your tick , or your box en I am transparent. Pero quién, quién accede a eso? O sea, quién, Y ahí no solo estamos hablando de ciudadanos, estamos hablando de sociedad civil organizada. Estamos hablando de abogados, estamos hablando de uniones, eh? De trabajadores, o sea, cualquier grupo de interés que esté impactado por estas tecnologías,
(29:33) - Interviewer: Pero como algoritmic literacy
(29:36) - Digital Rights Expert: Claro, exacto que estamos, eh, we are struggling with digital digital Literacy, imagine with algorithmic literacy. O sea, tenemos gente que todavía no sabe porque no tiene los medios acceder a internet más allá de redes sociales. Cómo vamos a pretender que entiendan lo que son los algoritmos o cómo les impactan los algoritmos en su vida, eh?
(30:00) - Interviewer: Y en ese sentido, en términos como de recursos, no, no necesariamente solamente recursos, eh, monetario, porque igual ya ya estoy estudiando dos ciudades que dentro del contexto, no sé, uno viene en Latinoamérica. Entonces lo compara con ciudades acá, estructuras distintas de administración pública, pero igual, mucho más recursos disponibles. Pero más allá del recurso monetario, eh, recursos en términos como de infraestructura tecnológica, eh? Porque las capacidades ya las hablamos. Pero pero como de de qué elementos como que sostienen desde ahí, eh, estas eh, estas implementaciones, por ejemplo, eh, no sé apoyo político, eh? O la autonomía de las ciudades. Bueno, eso me lo habían mencionado también que que en este caso había menos que las ciudades en el fondo tienen menos, eh presión. Y por eso un poco más de libertad para poder trabajar estos temas, pero qué otros recursos como yo creo que

(30:55) - Digital Rights Expert: El hecho de que veas, eh, muchas iniciativas que vienen de Europa no es menor. O sea, Europa tiene una de las regulaciones no sólo en inteligencia artificial, sino como de datos o de gobernanza, de tecnologías en general que es enabling o sea que está hace varios años y que también ayuda a dar como check balances o o da como es una umbrella, a veces es una umbrella que tiene un poco de agujeritos, pero es algo, digamos, es un marco normativo que te ayuda a entender o te digamos te ayuda a mitigar o o a balance los riesgos de las tecnologías y a gobernarlas eso me parece que es una de las cosas fundamentales y porque solo se ven estas iniciativas en Europa y no se ven en el resto del mundo, eh, no. Y después sobre el temas de recursos, sí. No sé si es muy caro ser transparente en algoritmos capaz que tu vendor te cobra un poco más si te explica cómo, cómo está desarrollando esos algoritmos, em.
(32:00) - Digital Rights Expert: Pero si es parte de la agenda política, o sea, sí, puede tener un impacto político muy alto porque decir, por ejemplo, no sé que un algoritmo está segregado racialmente. Ah, no sé, eh, la otra vez estaba viendo hay un algoritmo que asigna, digamos, tu probabilidad de ser un, bueno de de poder pagar o no un alquiler. Y digamos, imagínate, no sé que ese algoritmo discrimine por raza, nivel económico o demás, eh, o que ese algoritmo se ha implementado por, no sé, un gobierno, el impacto político de eso es grandísimo. Por eso creo que ninguno nos tienda. O sea, no, no veo, ninguna agenda política, el ser transparente, algorítmicamente, incluso con digital rights. O sea, son pocas las ciudades que trabajan en esto en en, digamos, en generar compromisos en ese tema, porque el impacto es tan alto. Y digamos, los costos políticos también, eh, no sé. Y a nivel de infraestructura, digamos, todo depende de, eh, quién desarrolla o sea, no sé si hay desarrollo inhouse de grandes algoritmos. Me parece que es algo que las ciudades eso también sería para investigar me parece que es algo de las ciudades que que adquieren siempre de terceros, eh, que
(33:36) - Interviewer: Es que la diferencia que tengo entre entre la principal diferencia, de hecho entre Amsterdam y Barcelona que Barcelona externaliza, eh, mientras que Amsterdam igual tiene un equipo interno de personas generando sus propios productos, eh, entonces eso, eso es como lo que quiero contrastar. De hecho, eh, porque ha surgido me ha surgido mucho esto, el elemento como de de la compra y de cómo también la estructura misma de la gobernanza define hasta qué nivel se se external uno ciertos servicios en general público en todo el mundo external mucho a estas alturas. Pero pero por eso es interesante también Amsterdam sí,
(34:14) - Digital Rights Expert: Sobre todo nuevas tecnologías. O sea, eh, eso también. No sé, me parece a mí que a nivel de ciudad, en legacy de los departamentos de computación o de departamentos de sistemas, es mucho más marcado. Tenés mucha gente que viene como de la cama anterior, no tanto en transformación digital sino en IT. Y esa es como algo me acuerdo en el caso de Bruselas, que cuando estábamos hablando de transparencia algorítmica, la persona que trabaja con nosotros en smart cities todo el tiempo nos decía pero yo tengo que traba, tengo que preguntarle al de IT, si puedo poner esto como, eh, que es muy
(34:56) - Interviewer: No perdón, como como eh,
(34:58) - Digital Rights Expert: El tema de capacidad es un tema más institucional, es cómo evolucionan. Cómo se pasa de un departamento de IT a un departamento de transformación digital, no que compre tecnología o que use tecnología más allá de, digamos, el aprender a comprar algoritmos. No es lo mismo que aprender a comprar computadoras, eh? Y esa es una capacidad que me parece que también en los gobiernos locales falta capaz que no en Amsterdam o es algo para preguntarle a á Amsterdam o algo para preguntar o algo para evaluar al comparar Barcelona y Amsterdam. Pero el legacy institucional es muy grande en muchos gobiernos locales.

(35:39) - Interviewer: Y bueno, ahí lo que ha pasaba es como una tendencia internacional en todos lados de cómo, eh, pasa ser lo que usualmente eran las áreas de eh, de apoyo tecnológico que eran áreas de apoyo a tener un un rol un poco más estratégico. Entonces eso generaba un conflicto porque, eh, en muchas partes sigue siendo a nivel de estructura de jerarquía dentro de cómo se organiza la ciudad, una unidad de apoyo, pero al mismo tiempo, pasa a tener funciones que son bastante estratégicas y tiene estos impactos políticos, eh? Entonces también eso ahora lo estaba viendo como términos como de la gobernación. Eso también tiene un cheque porque hay un diseño, eh, organizacional que no cuadra con eh, con esta lógica más de estrategia, sobre todo cuando se están hablando de derechos digitales, ya estamos pasando a la función de derechos humanos, eh?
(36:30) - Interviewer: Y en eso contrasta mucho con esas funciones iniciales. Entonces, cuando me mencionáis de esto como el old school de de de las TIC, eh, ahí creo que estoy visualizando por lo menos como un insight que que que genera eso y de otras cantidades crees que eso también, como que se replica el que exista una como que que sea limitante un poco está como clash interno de cómo se ve la digitalización y si se toma de forma más estratégica a nivel de la ciudad,
(37:00) - Digital Rights Expert: Eh, o sea, no, no trabajé con otras ciudades a fondo en esos temas, eh? Capaz que te puedes ir con smart cities, suceden en todas las ciudades. O sea, es lo mismo, la misma tension. Los departamentos de IT ven a los departamentos de smart cities como los que hacen pilotos y después no implementan nada. Y los otros ven al departamento de IT como los dinosaurios, no sea es como, son conflictos internos que tienen los arreglos institucionales de las ciudades que he visto desde el mundo digital, son sumamente complejos porque quién gobierna qué, eh? Y cómo logras que se sienten hablar? O sea, ni siquiera cómo gobernarlos, cómo coordinarlos, cómo alinearlos? No es, es complejo,
(37:57) - Interviewer: Eh? El otro está usando como para, para ver estos elementos de la gobern él un framework de la OECD d que tiene como distinto, igual, hemos pasado por la mayoría como el marco normativo que da un sustente en este caso, tú mencionabas ahi, que lo lo consideras habilitador, eh? Después la infraestructura común de la tecnología, eh que eso también lo hablamos. Pero después hay otras cosas como, por ejemplo, hay un hay un punto de liderazgo y rectoría que es más que más que liderazgo y el apoyo político es más las orgánicas que existen para impulsar, eh, algo como esto. Entonces, eh, crees que el el, por ejemplo, eh, existe una diferencia en tener alguna persona o equipo a cargo de el vínculo con, eh, la introducción de los derechos digitales que sé que era el caso de, eh, Barcelona y Amsterdam, eh, diferente de, por ejemplo, que en cualquier otra ciudad se asigne, no sé a una persona de de de del área de IT y que quede ahi.
(39:00) - Digital Rights Expert: Totalmente, o sea, ahí y y a su vez que también lo vimos en en el caso de Bruselas, o sea, el equipo que trabaja con en temas de derechos digitales, cómo se integra con el equipo que trabaja realmente en territorio con ciertas comunidades, eh, que a veces no es el mismo, eh, en Bruselas lo que hizo el equipo que este que estaba trabajando en temas de derechos digitales, que en realidad no eran derechos digitales, era más smart series, pero digamos era son los que hicieron el el charter lo que trabajaron fue más con el departamento que trata temas sociales para poder hacer consultas on the ground a personas, digamos que están generalmente impactadas por por las tecnologías emm, sí. O sea ahí, trabajar con comunidades o trabajar con los departamentos que trabajan con estas comunidades es sumamente importante, em.
(40:05) - Digital Rights Expert: Sí. Después también hay un tema de traducción. No sé cómo de hacer estas cosas. Explicables al público en general, y entender que tu público no es los ciudadanos no tenés los jóvenes, eh, usando tiktok tenes los adultos mayores usando Facebook y quizás ingresando pidiendo un préstamo online, eh? Y siendo, no sé

cómo tenéis mucha gente y muchos grupos dentro de una ciudad, eh? Y creo que a la hora de explicar o de hablar de transparencia algorítmica, esos mensajes tienen que ser completamente distintos porque la manera en la que vivimos la tecnología es distinta, dependiendo de tus experiencias y y del grupo al que perteneces, eh, y eso creo que Barcelona lo entiende bastante bien.
(41:00) - Digital Rights Expert: No sé bien, cómo lo está haciendo a Amsterdam sinceramente capaz es, es una pregunta para [Former DR Lead] y otra pregunta que es capaz que es para [Former DR Lead] y para [Former DR Lead Barcelona] o para cualquiera que entrevistes del gobierno local es en qué momento empezaron hablar a pensar de transparencia algorítmica?
(41:16) - Digital Rights Expert: Porque para mí, estas cosas aparecen en agenda por lip o por algo, digamos, o por un episodio o por, digamos, cuál es la génesis de de estas iniciativas surgen porque realmente quieren ser transparentes o surgen porque hay una demanda en sociedad civil por ser transparentes. Surgen porque hubo una, no sé, una demanda al gobierno, una demanda legal, digo al gobierno sobre un algoritmo que ha tomado una mala decisión, como entender la génesis de de estas iniciativas como que también, eh, no sé a mí me parece como algo siempre importante para entender el contexto de cómo se crearon no?
(41:57) - Interviewer: A ti. Bueno, parte la entrevista como desde ese lado, como está en una agenda, como que se está seteando. Pero cuál es el contexto previo en eso? Como de tu parte tú en que, como en qué momento de esta construcción de este espacio llegaste como cuando ya existía la coalición? Sí. Y ya estaban liderando ciertas ciudades, cierto?
(42:17) - Digital Rights Expert: Sí, sí, sí, sí, sí. Pero solo dos estaban trabajando en transparencia algorítmica, digamos al resto de las ciudades, siempre les interesó. Como que el interés va por otros temas, o sea, o están más para aprender de Amsterdam y Barcelona en temas de transparencia algorítmica.
(42:33) - Interviewer: Mm-hmm,
(42:34) - Digital Rights Expert: Eh, sí, sí. Y ya te digo que en Bruselas fue un tema, eh? Digamos que tuvieron que negociar políticamente al interior. Ni siquiera nosotros cómo y UN-Hábitat, ni siquiera la Coalición estuvo involucrada. Es un tema que se soluciona entre políticos, digamos,
(42:55) - Interviewer: Pero eso partió desde ahí. Partió desde un desde un lugar político o fue como más como empujándolo para que fuera o sea,
(43:02) - Digital Rights Expert: Nosotros lo empujamos porque en realidad el, digamos, el chárter de derechos digitales tiene principios de la Coalición, pero también tiene principios de los Europeas Digital Rights que hablan de explainability pero a la hora de o sea, los escribimos, pero a la hora de negociarlos y decidir que entran que fuera eso fue una decisión más política, digamos, porque se aprobó ese chárter en la asamblea local.
(43:31) - Interviewer: Mm-hmm,
(43:32) - Digital Rights Expert: Eh?
(43:34) - Interviewer: Y ahí hubo una participación ciudadana.
(43:36) - Digital Rights Expert: Hubo consultas con ciudadanos, eh? Pero más a nivel de entender cómo los impactan las tecnologías. No, no transparencia, algorítmica que vamos más el los beneficios y los riesgos y cómo se cómo se ven impactados por la tecnología? Porque sí, también teníamos principios de accesibilidad digital Literacy. Entonces, era muy importante consultar con ellos, eh? A ver qué, qué les parecían los principios
(44:10) - Interviewer: Súper buenísimo, eh? Creo que revisamos como fuimos, me queda, solo el último. No? Porque el apoyo ciudadano también lo vimos. Ya hay, como otros otros elementos que también había visualizado que se salen un poco del framework inicial. Pero es más como, como desde en esta lógica de la gobernación, que es múltiples

actores, no solamente como como el el, eh, el sector público sí mismo, eh, como otro, por ejemplo, el sector privado o el mundo de la ONG, sobre todo como, más activismo tecnológico, eh? Como elementos de esa dinámica con otros actores también, eh, se relacionan con estas agendas, eh? Si tienes tú como alguna visión de que, por ejemplo, eh, en Barcelona, me contaban que que existe como mucho que existe bastante apoyo o interés desde este otros sectores por presionar también. Entonces eso lo veía más como habilitante. ¿Crees tú que eso es efectivamente más habilitante en el contexto de las ciudades europeas?
(45:11) - Digital Rights Expert: Sí, definitivamente sí. Tienen una sociedad civil mejor organizada y a su vez más consciente de temas de derechos digitales. En América latina. También tenemos un montón de buenas organizaciones, em, todas las de al sur que trabajan en temas de derechos digitales en en sus países. Pero me parece que a nivel europeo, el tema de push o de de más de activismo legal no de held account a través de procesos jurídicos es mucho más fuerte en América latina incipiente.
(45:49) - Interviewer: Sí, perdón. Sí, en eso también veía como que hay una interacción que potencialmente pasan a hacer proveedores también. Entonces, como en la lógica de más de una potencial colaboración, si es que existe ese vínculo más directo con la sociedad civil, también hay como una retribución.
(46:07) - Digital Rights Expert: Sí,
(46:08) - Interviewer: Para ambos lados,
(46:08) - Digital Rights Expert: Sobre todo en países como Barcelona, donde prioriza su ecosistema local por sobre las big tech o al menos eso es lo que pretende. No, eh, que las tecnologías sean desarrolladas por entidades o sector privado. Sector em, ONG que conozca la ciudad o post to un Microsoft que te tira un sistema que lo utilizó en mil ciudades más y solamente te cambió el color de la el color del sistema para decirte, tengo una cosa nueva, eh? Sí, pero eso también creo que todo depende de la de la ciudad y del y de las estrategias o o los intereses que tenga de generar un ecosistema local.
(46:55) - Interviewer: Mm-hmm. Sí, bueno. Y en entre entonces, como el como, como el ecosistema so local también termina haciendo un recurso del de la ciudad.
(47:03) - Digital Rights Expert: Sí, me tengo que ir porque tengo que despertar mi bebé. Pero si queres podemos volver a em
(47:12) - Interviewer: Me encantaría. Escriba de nuevo. Sí,
(47:15) - Digital Rights Expert: Sí, sí que hay problema. Sí, ya
(47:16) - Interviewer: También. Si se te ocurre cualquier persona que me pueda servir también dale, vienes a todos territorios. Pero también me sirve mucho como insight de una lógica más general perfecta. Pero muchísimas gracias, dale, no,
(47:29) - Digital Rights Expert: Gracias a voz y perdón que me tengo que desconectar.
(47:32) - Interviewer: Muchísimas gracias. Dale,
(47:33) - Digital Rights Expert: Chao.
(47:35) - Interviewer: Chao.

II b. Transcript Interview Digital Rights Expert - Translated Version (English)

Position / role: Expert in Digital innovation, open data, digital rights in Local Governments. Leading the drafting of guidelines of the International Guidelines on People Centered Smart Cities in UN-HABITAT.

Date: April 11th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Digital Rights Expert.***

Language: English (Translated)

(00:00:00) - Interviewer: That in my uh, in my research I wanted to focus. And also because I knew about the projects that they were doing with unit, huh? And then Xime, she told me about everything they were doing, huh? And also about the digital rights agenda. And that's where I was. But I was a little bit in love, eh? Because it was also closely linked to what I am studying. And that's what I did, like focusing on, like more specifically, uh, especially on these elements of transparency, uh, algorithmic that because there is being within uh, the different areas of, uh, work of the, uh, with the coalition of cities,
(00:06:25) - Digital Rights Expert: The city coalition. If they cost me Spanish too
(00:06:29) - Interviewer: Because also, like with the acronym, uh, it was like one that seemed to be less developed than the other areas, uh? And that's where my interest was born, like, to get a little bit into discovering what are mainly those factors that can influence the success or the implementation of strategies in this area.
(00:06:53) - Digital Rights Expert: Ok,
(00:06:54) - Interviewer: And for that, my strategy was to make some cases with the cities that looked the most advanced. And for that I selected Barcelona and Amsterdam. Then I got together with
(00:07:06) - Digital Rights Expert: [Former DR Lead] with [Former DR Lead Barcelona].
(00:07:07) - Interviewer: And with [Former DR Lead] I also have later today, eh? And on that nothing. You too. Your experience, from a more general view or from other cities. And these are very useful to me, eh? And basically, my search is to understand, more specifically what elements of the governance of these cities, that have an effect in this implementation of this store or in specific transparency and accountability and how to render this I still can't find is that in Spanish, because we here in chi, we are to cont as a word, but I knew that it is accountability. Yes,
(00:07:48) - Digital Rights Expert: Yeah that to that maybe it's not like,
(00:07:51) - Interviewer: Not the same tea either.
(00:07:53) - Digital Rights Expert: Yes. Okay. But
(00:07:56) - Interviewer: That's like at the context level, I missed asking you before if I could record that I'm recording.
(00:08:02) - Digital Rights Expert: If not, easy, easy. I saw it. Good,
(00:08:07) - Interviewer: Eh? It's just that especially for me it's like in Spanish, it kind of loses a little bit of the
(00:08:11) - Digital Rights Expert: Easy.

(00:08:12) - Interviewer: Perfect, huh? And nothing. Wondering then, wondering like, what's your, uh, ro, the position function, uh, within because you're directly in UN-Habitat right?
(00:08:29) - Digital Rights Expert: Yes, I was and now I'm back and I'll tell you a little bit, but two weeks ago I came back. Ah,
(00:08:35) - Interviewer: Great.
(00:08:36) - Digital Rights Expert: Yes, yes, yes, yes,
(00:08:37) - Interviewer: No. Yeah, that as an introduction, yeah.
(00:08:39) - Digital Rights Expert: No. I mean, I come from working almost 10 years at the IDB (Inter-American Development Bank). I mean, I come from working almost 10 years at the IDB (Inter-American Development Bank), eh? My focus, well, started in Argentina with what at the time was called eGovernment. And then when I went to headquarters, that is, DC, I worked more on digital governance projects. But the focus was always more on open eh? Well, I worked at the time, I was coordinating the national digital strategy in Mexico. Argentina was also very strong in open data. Costa Rica. I was trying to do something in open government, eh? So, I kind of worked with some countries in the region more specifically in open and then I worked in digital governance, in others in other countries, when well, I left the IDB, I went to the open data Institute in the UK. It was during COVID. So I was always remote, but I was working for a year with the team.
(00:09:39) - Digital Rights Expert: My focus was more on data governance and infrastructure. And then before I went to Habitat, I worked for another year at FAO on an initiative called Digital Digital Village Initiative on digital transformation in rural areas and at UN Habitat, what I did was to coordinate the Digital Rights project in Europe. But well, uh, later on, within my other responsibilities at UN-Habitat, I was also involved in the Latin America project. Now we are going to talk about that for sure. And now, uh, two weeks ago I came back to work with UN-Habitat and I am working on the International Guidelines for People-Centered-Cities. So, and in habitat you have this unit that talks about people-based smart cities. Last year a resolution was approved in assembly, uh, a resolution that gave UN-Habitat the power to make guidelines, as they say, yes guidelines, I don't know how to say guidelines, take care.
(00:10:48) - Digital Rights Expert: It's said in Italian, my brain is speaking, it's thinking in three languages, but they are yes, some guidelines, to explain a little bit the concept and provide recommendations to countries, of how to build more input cities, people, but so much on technology. So those, that's my experience on algorithmic transparency in particular, that is just from my coalition work. And well, uh, I don't know something about, I mean, one of the pilots of the project was the Digital Rights Charter of the city of Brussels where we talked about algorithmic transparency there as well. It is a very emerging issue in the cities, eh? Well, I would also say at the national level, especially in Latin America, eh? It is an issue that, for example, what I like in the case of Barcelona is that they put different degrees of transparency for different stakeholders.
(00:11:58) - Digital Rights Expert: So, they understand the kind of level of transparency that they need to have with citizens, with governments, with private sectors and so on. I mean, the concept is very difficult for citizens to digest, but at the same time they also have the right to know, uh, what their data is being used for and how it's being used in the systems, uh? Maybe they don't need to know the type of learning that is going on there to, let's say, for a more knowledge issue, but they do need to know what it is being used for and how it is going to impact them positively and negatively. Eh? I think that the issue of algorithmic transparency also brings with it the backpack of what is data transparency, that is, the issue of data transparency was also treated at the time as publishing data and

important agendas or things such as data quality, regulation, data governance were ignored.
(00:13:01) - Digital Rights Expert: So, I kind of, uh, I wouldn't want to, but I'm seeing the same mistakes or the same issues that are being addressed with the issue of transparency and open data. I see it also of algorithmic transparency, huh? Maybe because the issue of transparency of transparency is a bit abstract, eh? And everyone looks at it from their own sector. But yes, it seems to me that cities have a fundamental role in, let's say, because at the end of the day, uh, all artificial intelligence systems impact people living in cities. And the first institution that is close to the people impacted by these systems are the cities. So, cities often do not understand that they have a fundamental role, eh? And I also think it is important that any algorithmic transparency initiative should start at the local level, that is, let's say, to start training public officials so that they understand the subject as an introduction,
(00:14:08) - Interviewer: I'll ask, you went to my questions.
(00:14:12) - Interviewer: Hey, hey, do you think it exists? Like because I'm, I'm using a kind of analysis that has three elements, on the one hand, the more strategic part that comes from within, an agenda in this case also proposed by an organization that is already formed, that defines principles, etcetera, eh? Then, within the city, there is the more strategic part of the agenda, on the other hand, there is the more governance part. So, what are the internal structures related to this new policy and then there is the technological part, right? And the grace of this model is that these three dimensions allow me to evaluate, uh, the implementation of these strategies.
(00:14:57) - Digital Rights Expert: So, for was one strategy, the other is governance.
(00:15:02) - Interviewer: And the other one, technology.
(00:15:02) - Digital Rights Expert: Technology
(00:15:04) - Interviewer: That that's part of an egovernance enactment framework, that's what it's called. And, and basically what it says that these three elements are interconnected among the three, I mean, even technology, also has an influence on the technologies that cities use. For example, it also defines how we are starting to use artificial intelligence in cities. We don't have any, any kind of regulation or control for it. And that generates a push so that from the agenda from the more political part, certain regulations of structure are established in this case, public policy agenda, eh? So that is a little bit these interconnections, but my main focus from the part of governance itself, but for that, I want to understand as the strategic part. So, from what you were telling me, as well as at the context level, I have been realizing that something happens here that in other areas is not so typical and that is that there is this input more from the cities than from the central governments implementing a police that later falls on the local governments. Eh? So first of all, do you think that there is, there is more of a push, more of a push of this agenda that exists at a more European level, let's say first, uh, from the cities, uh, and that more knowledge is starting at the level of digital rights, uh? And how this is also related at the, uh, national level and could be even regional.
(00:16:38) - Digital Rights Expert: Yeah. So that's a very complex question. We have an hour, but let's see, there's a lot of, well. And now also at the European regulatory level, there are many countries, well, and now regions that are starting to think about how to govern artificial intelligence, huh? The issue of algorithmic transparency there are all those agendas except in the first artificial intelligence strategies where they hardly mention it. They don't talk about explicit consent anymore. They talk a little bit about algorithm, but they don't talk so much about transparency, eh? I think that the fact that cities have put this issue on the agenda seems to me to be due to the, let's say, the impacts, that is, the impacts they have on their voters or residents or others, eh? And at the same

time, because, well, in terms of regulation, many cities are always ahead of the central government because it seems to me that they need, let's say, fewer tools to do something accountable or to, let's say, launch an initiative.
(00:17:50) - Digital Rights Expert: And they don't have as much intervention from congresses or lobbying or whatever. It's not more a question of what kind of regulatory tools cities have compared to a country, and then yes, it seems to me that cities have always been much more advanced in the data agenda than national governments. National governments have always, well, they talk, they talk about transparency and they publish datasets that make you want to cry in Latin America above all, that is, bs, PDFs, unstructured data, data without columns. And I don't know if it's a disaster, eh? It seems to me that the word transparency suffers a lot from that issue. No, to say well, yes, I put the public on a website and it dies there, uh, when in fact the cities are the ones that really use data and benefit from, they can benefit from uh algorithms or from uh yes or from other tools that make decisions or that analyze data to provide intelligence, uh? And that's why it's also necessary to regulate them. I also think that not all cities are ready to, I mean, they want to regulate the issue, uh, they don't have the national push either, now a little bit with the with the in the European Union with the AI Act, but also, I mean, still if, if you see all the comments from civil society, what they are saying is that it serves to balance the risks of artificial intelligence, but there are certain applications like surveillance or use of algorithms for, uh, migration control and so on, that is not regulated enough, uh,
(00:19:47) - Interviewer: I don't understand.
(00:19:49) - Interviewer: It is? Because the focus is more on regulation towards private?
(00:19:52) - Digital Rights Expert: No, no. I mean, what the European Union provides is like a, I mean, it didn't give a blanket ban. I mean, it doesn't tell you where not to apply it, that that's, that should be like the ideal where there's obviously where there's an impact on, uh, human rights or fundamental freedoms is where you don't have to come up with, but not even I mean, innovate, in my opinion, and innovate with any technology. I mean, you are also seeing, I don't know if you have seen that they use cryptocurrencies in uh, places where there are refugees, I mean, for me, let's say when there are human rights, violated or situations where there are vulnerable communities, you should not implement any kind of new technology. I mean, there was no total ban, they just say it's high risk. So, let's say all the algorithms that have high risk have more checks, let's say, to be tested, which does not mean that it is forbidden or what does not mean that they do as, as it is done now with the GDPR, that the law is interpreted as it is interpreted and it is skipped because there is no capacity within the state to hold accountable the private parties that use these technologies.
(00:21:11) - Digital Rights Expert: And that's another issue. I mean you, you can have good algorithmic transparency regulations, but at the end of the day, the enforcers don't have the capacity to enforce the law or to enforce the regulations. Why is that? Because big tech legal departments are, pro at skipping the law. So it's like, there's a challenge, huh? And then there's another thing to you.
(00:21:37) - Interviewer: Interrupt. But to do you think there's a challenge there also applicable at the local level?
(00:21:42) - Digital Rights Expert: Yes, yes, yes, yes, absolutely. I mean, let's say there, mainly because of the accountability issue, uh, to say something else that also had to do with local governments. And I forgot, eh? Well, I'm forgetting, I'm forgetting, I'm forgetting. Ah, yes, not about procurement. That is, there too. Transparency. Algorithmic should be from the moment in which you acquire a technology, eh? Or from the moment you say it was a system, eh, no, eh, eh? For a second hi (Former DR Lead)...

(00:23:00) - Digital Rights Expert: Well, now I have less time because, well, I'm working with [Former DR Lead] I tell you I have interview with Mariana Lavin. And ah, yeah, me too. No, uh, more
(00:23:17) - Interviewer: Hardly need it for another time. Because if not,
(00:23:19) - Digital Rights Expert: No, easy, easy, uh, no it seems to me that the transparency issue was algorithmic. It should also be explicit in the procurement processes or in, let's say, every time you buy technology or you ask a vendor to make, uh, a decision system based on data, whatever, it seems to me that it has to be by design, let's say, uh, which is not happening now, obviously.
(00:23:43) - Interviewer: That happens because there are then, now as instruments of public procurement that are like they didn't consider this total.
(00:23:52) - Digital Rights Expert: Yeah, yeah, and the cities are prey to vendors, I mean, I mean, I'm not just telling you algorithms that are not explainable. In other words, they don't understand how they work, but they are bought by private companies, eh? Also the private companies are keeping the training data, that is, they are collecting it, so, it seems to me that it is also a matter of procurement, that is, how the cities are using the vendors or how the cities are innovating with technology through third parties. And I also think that this is a governance issue and then, more on the strategic part, it seems to me that there is a basic problem and that is how to explain the unintended consequences of technologies in general. This is not only about AI, it is very difficult for cities to communicate when they make mistakes with the use of technology, from surveillance to people who have been targeted because an algorithm recognized them wrongly, eh?
(25:01) - Digital Rights Expert: And so on, huh? Well, she is in the case of the city of Buenos Aires, the number of people they have arrested because the algorithm told them that it was a subject that was wanted by the justice system and they realized that it was a data input problem of the police when, I mean, yes, sometimes you say well, unintended consequences, but, I mean, you are really impacting, I mean, you are practically putting a person in jail because there was a data input problem, no, uh, at the level of technology, it is very difficult to be transparent. [1] If not even the people who develop that technology understand how the algorithms work. We have to be honest, algorithmic audits help a little bit to understand what results, let's say to test which results have algorithm, to see who is being followed, to put more training data and so on. But ...
(26:07) - Interviewer: But then you say that there is also in this logic, given that there is a generalization of, uh, certain technological services and products, uh? There is also a kind of, because that also in the governance, like not only the internal capacity, but also the capacity of these suppliers becomes organic. There is a limitation. So there also from the same.
(26:29) - Digital Rights Expert: It is a limitation of local governments. I think that big tech is happy since problem, let's say, they take advantage of those situations, eh? But yes, it's a governance thing, which is an aspect of governance that has to be taken into account, uh, when thinking about algorithmic transparency, eh,
(26:53) - Interviewer: So it is internal of local public servants.
(26:57) - Digital Rights Expert: Yes, total
(26:59) - Interviewer: Also an enabler. Yes,
(27:02) - Digital Rights Expert: Yes, yes, I mean there, as I told you before, eh? It is the issue of enforcement capabilities. I mean, once the law is in place, which may have been made by three people who understand what algorithmic transparency is, how do you get it down to the last public servant? Not even the one who is attending the people or the one who is in contact with the people impacted by these systems, eh? It is that there, let's say, in the issue of algorithmic transparency is to understand that there are people who

are either being targeted by these systems or totally excluded, eh? I think that sometimes, that is, we, who work on more technical issues, focus more on transparency, algorithmic more as technology and not as the impact it has on people's real life, eh? Yes. Yeah, I don't know about that. I mean, it is a super, super, super, super complex issue, huh? As I already, as I said, I don't know the subject very well. I mean, I know that Amsterdam public, uh, the code and the algorithms that they are using, I know a little bit more about the case of Barcelona because we used it as a witness case for Brussels. What interests me about Barcelona is that they kind of divide what should you know? Every hearing on algorithmic transparency issues seems to me extremely important, eh? And that
(28:37) - Interviewer: That it's not so much embroidered on the ones that are more advanced because it's one thing to put everything in there, right? And another. But it's another thing to be understood on the other side. Right,
(28:46) - Digital Rights Expert: That's the issue for my Amsterdam, what you're doing is very good in publishing. What I don't understand is whether it does, whether it has initiatives for people to understand and that's why I tell you that sometimes the issue of algorithmic transparency looks a lot like the issue of data transparency. I mean, publish you check your tick, or your box in I am transparent. But who, who has access to that? And here we are not only talking about citizens, we are talking about organized civil society. We are talking about lawyers, we are talking about unions, eh? Of workers, that is, any interest group that is impacted by these technologies,
(29:33) - Interviewer: But like algorithmic literacy.
(29:36) - Digital Rights Expert: Sure, exactly what we are, uh, we are struggling with digital digital literacy, imagine with algorithmic literacy. I mean, we have people who still don't know because they don't have the means to access the internet beyond social networks. How can we expect them to understand what algorithms are or how algorithms impact their lives, eh?
(30:00) - Interviewer: And in that sense, in terms of resources, no, not necessarily only resources, uh, monetary, because I'm already studying two cities in the context of, I don't know, one is in Latin America. Then compare it with cities here, different structures of public administration, but still, much more available resources. But beyond the monetary resources, eh, resources in terms of technological infrastructure, eh? Because we already talked about the capacities. But what are the elements that support from there, uh, these, uh, these implementations, for example, uh, I don't know political support, uh? Or the autonomy of the cities. Well, that was also mentioned to me that in this case there was less, uh, that the cities have less, uh, pressure. And therefore a little more freedom to be able to work on these issues, but what other resources, as I believe, are available to them?
(30:55) - Digital Rights Expert: The fact that you see, uh, many initiatives coming from Europe is not minor. I mean, Europe has one of the regulations not only in artificial intelligence, but like data or governance, of technologies in general that is enabling or I mean it's been around for several years and that also helps to give like check balances or or gives like it's an umbrella, sometimes it's an umbrella that has a little bit of little holes in it, but it is something, let's say, it is a regulatory framework that helps you to understand or let's say helps you to mitigate or balance the risks of the technologies and to govern them, that seems to me to be one of the fundamental things and why these initiatives are only seen in Europe and not in the rest of the world, eh, no. And then on the issue of resources, yes, I don't know if it is very expensive to be transparent in algorithms, maybe your vendor will charge you a little more if he explains how, how he is developing those algorithms, em.
(32:00) - Digital Rights Expert: But if it's part of the political agenda, I mean, yeah, it can have a very high political impact because to say, for example, I don't know that an

algorithm is racially segregated. Ah, I don't know, uh, the other time I was looking at there's an algorithm that assigns, let's say, your probability of being a, well of being able to pay rent or not. And let's say, imagine, I don't know if that algorithm discriminates by race, economic status or whatever, uh, or if that algorithm has been implemented by, I don't know, a government, the political impact of that is huge. That's why I don't think any of us tend to. I mean, no, I don't see, no political agenda, to be transparent, algorithmically, even with digital rights. I mean, there are few cities that work on this in, let's say, in generating commitments on this issue, because the impact is so high. And, let's say, the political costs also, uh, I don't know. And at the infrastructure level, let's say, it all depends on, uh, who develops, that is, I don't know if there is in-house development of large algorithms. It seems to me that this is something that cities should also investigate, it seems to me that this is something that cities always acquire from third parties, that, uh, that

(33:36) - Interviewer: The difference I have between the main difference, in fact between Amsterdam and Barcelona is that Barcelona outsources, uh, whereas Amsterdam still has an internal team of people generating their own products, uh, so that's, that's kind of what I want to contrast. In fact, uh, because this has come up a lot, the element like of procurement and how also the governance structure itself defines to what level one outsources certain services in general public worldwide a lot at this point. But but that's why it's interesting also Amsterdam yes,

(34:14) - Digital Rights Expert: Especially new technologies. I mean, uh, that too. I don't know, it seems to me that at the city level, in legacy computer departments or systems departments, it is much more marked. You have a lot of people who come from the previous bed, not so much in digital transformation but in IT. And that's like something I remember in the case of Brussels, when we were talking about algorithmic transparency, the person who works with us in smart cities was always telling us but I have to ask the IT guy, if I can put this as, uh, that is very

(34:56) - Interviewer: No sorry, like uh,

(34:58) - Digital Rights Expert: The capacity issue is more of an institutional issue, it's how they evolve. How you move from an IT department to a digital transformation department, not that you buy technology or use technology beyond, let's say, learning how to buy algorithms. It's not the same as learning how to buy computers, eh? And that is a capability that seems to me that also in local governments is missing maybe not in Amsterdam or it is something to ask á Amsterdam or something to ask or something to evaluate when comparing Barcelona and Amsterdam. But the institutional legacy is very big in many local governments.

(35:39) - Interviewer: And well, what happened there is like an international trend everywhere of how, uh, what were usually the areas of, uh, technological support, which were support areas, became a more strategic role. So that generated a conflict because, uh, in many places it continues to be a support unit at the level of hierarchical structure within the way the city is organized, but at the same time, it has functions that are quite strategic and has these political impacts, uh? So that also now I was looking at it in terms of the governor's office. That also has a check because there is an organizational design that does not fit with this logic of strategy, especially when we are talking about digital rights, we are already moving to the function of human rights, eh?

(36:30) - Interviewer: And in that it contrasts a lot with those initial functions. So, when you mention to me about this as the old school of ICT, uh, there I think I'm visualizing at least as an insight that that generates that and of other amounts do you think that that also, like that replicates that there is a kind of that is limiting a little bit is like internal clash of how digitization is seen and if it's taken more strategically at the city level,

(37:00) - Digital Rights Expert: Uh, I mean, no, I didn't work with other cities in depth on those issues, eh? Maybe you can go with smart cities, they happen in all cities. I mean, it's the same thing, the same tension. The IT departments see the smart cities departments as the ones that make pilots and then do not implement anything. And the others see the IT department as dinosaurs, I mean, it's like, these are internal conflicts that have the institutional arrangements of the cities that I have seen from the digital world, they are extremely complex because who governs what, eh? And how do you get them to sit down and talk? I mean, not even how to govern them, how to coordinate them, how to align them? It is not, it is complex,
(37:57) - Interviewer: Eh? The other one is using as for, to see these elements of governance he is using an OECD d framework that he has as different, like, we have gone through most of them as the normative framework that gives a support in this case, you mentioned there, that you consider it as an enabler, eh? Then the common infrastructure of the technology, we also talked about that. But then there are other things like, for example, there is a point of leadership and stewardship that is more than leadership and the political support is more than the organizations that exist to promote, uh, something like this. So, uh, do you think that the, for example, uh, there is a difference in having some person or team in charge of the link with, uh, the introduction of digital rights that I know was the case in, uh, Barcelona and Amsterdam, uh, different from, for example, that in any other city you assign, I don't know one person from from from the IT area and it stays there.
(39:00) - Digital Rights Expert: Totally, I mean, there and and in turn that we also saw it in the case of Brussels, I mean, the team that works with in digital rights issues, how it integrates with the team that actually works in territory with certain communities, uh, which sometimes is not the same, uh, in Brussels what the team did that this one that was working on digital rights issues, which was not really digital rights, it was more smart series, but let's say it was the ones that did the charter, what they worked on was more with the department that deals with social issues to be able to make consultations on the ground with people, let's say that are generally impacted by technologies, umm, yes. So there, working with communities or working with the departments that work with these communities is extremely important, em.
(40:05) - Digital Rights Expert: Yes, then there is also a translation issue. I don't know how to do these things. Explaining them to the general public, and understanding that your audience is not the citizens, you don't have the young people, uh, using tiktok you have the seniors using Facebook and maybe logging in asking for a loan online, uh? And being, I don't know how you have a lot of people and a lot of groups within a city, huh? And I think that when it comes to explaining or talking about algorithmic transparency, those messages have to be completely different because the way we experience technology is different, depending on your experiences and the group you belong to, uh, and I think Barcelona understands that quite well.
(41:00) - Digital Rights Expert: I don't know well, how you're doing it to Amsterdam honestly able is, it's a question for [Former DR Lead] and another question that's able that's for [Former DR Lead] and for [Former DR Lead Barcelona] or for anyone you interview from local government is at what point did you start talking to think about algorithmic transparency?
(41:16) - Digital Rights Expert: Because for me, these things appear on the agenda because of lip or because of something, let's say, or because of an episode or because of, let's say, what is the genesis of of of these initiatives arise because they really want to be transparent or they arise because there is a demand in civil society to be transparent. They arise because there was a, I don't know, a demand to the government, a legal demand, I

mean to the government about an algorithm that has made a bad decision, like understanding the genesis of these initiatives as well, I don't know, it seems to me as something always important to understand the context of how they were created, no?
(41:57) - Interviewer: To you. Well, the interview starts from that side, as it's in an agenda, as it's being set. But what's the prior context on that? What was your part in that, at what point in the construction of this space did you arrive, like when the coalition already existed? Yes, and they were already leading certain cities, right?
(42:17) - Digital Rights Expert: Yes, yes, yes, yes, yes, yes, yes, yes. But only two were working on algorithmic transparency, let's say the rest of the cities, they were always interested. Like the interest goes to other issues, I mean, or they are more to learn from Amsterdam and Barcelona on algorithmic transparency issues.
(42:33) - Interviewer: Mm-hmm,
(42:34) - Digital Rights Expert: Uh, yes, yes, yes, and I tell you that in Brussels it was an issue, eh? Let's say they had to negotiate politically inside. Not even us how and UN-Habitat, not even the Coalition was involved. It is an issue that is solved between politicians, let's say,
(42:55) - Interviewer: But that started from there. Did it start from a from a political place or was it more like pushing it to go, I mean,
(43:02) - Digital Rights Expert: We pushed it because actually the, let's say, the digital rights charter has principles of the Coalition, but it also has principles of the European Digital Rights that talk about explainability but at the time of, I mean, we wrote them, but at the time of negotiating them and deciding that they go in that was a more political decision, let's say, because that charter was approved at the local assembly.
(43:31) - Interviewer: Mm-hmm,
(43:32) - Digital Rights Expert: Eh?
(43:34) - Interviewer: And there was citizen participation.
(43:36) - Digital Rights Expert: There were consultations with citizens, eh? But more at the level of understanding how technologies impact them. No, not transparency, algorithmic we are going more on the benefits and the risks and how they are impacted by the technology? Because yes, we also had Digital Literacy accessibility principles. So, it was very important to consult with them, huh? To see what, how they felt about the principles.
(44:10) - Interviewer: Super cool, huh? I think we went over how we went, I have, just the last one left. No? Because we also saw the citizen support. There are already, like other elements that I had also visualized that are a little bit out of the initial framework. But it is more like, like from this logic of governance, which is multiple actors, not only as the, uh, the public sector itself, uh, as another, for example, the private sector or the NGO world, especially as, more technological activism, uh? As elements of that dynamic with other actors also, uh, relate to these agendas, uh? If you have a vision that, for example, uh, in Barcelona, I was told that there is a lot of support or interest from other sectors to put pressure as well. Do you think that this is indeed more enabling in the context of European cities?
(45:11) - Digital Rights Expert: Yes, definitely yes. They have a civil society that is better organized and at the same time more aware of digital rights issues. In Latin America. We also have a lot of good organizations, um, all the ones in the south that work on digital rights issues in their countries. But it seems to me that at the European level, the issue of push or more of legal activism not of held account through legal processes is much stronger in Latin America incipient.
(45:49) - Interviewer: Yes, sorry. Yes, in that I also saw that there is an interaction that they potentially become suppliers as well. So, like in the logic of more of a potential

collaboration, if there is that more direct link with civil society, there is also like a payback.
(46:07) - Digital Rights Expert: Yes,
(46:08) - Interviewer: For both sides,
(46:08) - Digital Rights Expert: Especially in countries like Barcelona, where it prioritizes its local ecosystem over big tech, or at least that's what it claims. No, uh, that technologies are developed by entities or private sector. Sector em, NGO that knows the city or post to a Microsoft that throws you a system that was used in a thousand other cities and only changed the color of the system to tell you, I have a new thing, eh? Yes, but I also believe that it all depends on the city and the strategies or interests it has to generate a local ecosystem.
(46:55) - Interviewer: Mm-hmm. Yeah, well. And in between then, like the like, like the so local ecosystem also ends up making a resource of the city one.
(47:03) - Digital Rights Expert: Yes, I have to go because I have to wake up my baby. But if you want we can go back to em
(47:12) - Interviewer: I would love to. Write again. Yes,
(47:15) - Digital Rights Expert: Yes, yes there is a problem. Yes, there is.
(47:16) - Interviewer: Also. If you can think of any person that can be useful to me also, you come to all territories. But it also serves me a lot as an insight of a more general perfect logic. But thank you very much, come on, no,
(47:29) - Digital Rights Expert: Thanks to voice and sorry I have to disconnect.
(47:32) - Interviewer: Thank you very much. Dale,
(47:33) - Digital Rights Expert: Chao.
(47:35) - Interviewer: Chao.

1. Transcript Interview - Former Amsterdam Digital Rights Lead

Position/role of the interviewee: Former Lead Digital Rights & Ethics, Policy & Innovation in the City of Amsterdam and Former Coordinator of the Cities Coalition of Digital Rights. Currently: Project Coordinator of International Guidelines on People-Centered Smart Cities in UN-HABITAT.

Date: April 11th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam

Note: For simplicity, the interviewee will be mentioned in this transcript as ***Former DR Lead***.

Language: English (Original)

(00:01:47) - Former DR Lead: Um, I would like to know about you and, uh, and maybe what you're doing now, because I know like you've been changing roles and,

(00:02:53) - Former DR Lead: Yeah. Uh, so first of all, uh, really interesting to hear, uh, all the bits and pieces and different projects and, and topics that you've been, um, uh, involved in. I think it's, uh, a nice combination of, of different expertise not to focus, uh, uh, only one on one subtopic, but to really Yeah. Also work with political campaigners, um, this innovation. So it gives you, I can imagine you have a big toolbox, let's say, to, uh, apply. So that's, well, I like, I like to hear, uh, like, uh, to, to listen to it. Um, yeah. So my background or my journey has been, uh, well, actually also started with Erasmus Mundus uh, master, um, in, um, Brussels. In Austria, um, mostly focused on, uh, what's it called, uh, Digital Policy and Innovation. Um, so yeah, more, more from that lens. Um, then, uh, I started working for, uh, for cities.

(00:04:00) - Former DR Lead:: So really inside, uh, local government, um, was a kind of program that you would switch half a year, again through different cities. So City of the Hague, city of Rotterdam, city of Amsterdam, and City of Utrech. Uh, but always with a focus on, uh, data ethics or data ethics. I was really at the same time that the GDPR in Europe came up. So it was around 2017 to more or less. Um, and I, I always liked, um, more the STS study, so like technology and, and sociology and how that kind of has a mutual shaping, um, effect. Um, yeah. And I just found that very interesting from a privacy perspective. But then I quickly found out that there are way more values at stake and that we need to protect way more than just privacy when it comes to, uh, digitalization in society. Um, yeah.

(00:04:49) - Former DR Lead:: And then I found cities a very inspiring level to, to work on these topics because it's, in the end, the challenges that they face are very concrete, and it's also our daily lives I lived, and I think it's also interesting at different neighborhoods are very different socioeconomical, uh, levels of, of living. So yeah, I, I liked, uh, that's what I started with. I liked the public values and digitalization and, and city. So, uh, worked, um, mainly for those four cities. Um, then started, um, really getting more ambitious on this at the city of Amsterdam as they were really serious about this topic. So, um, my final project there was to, uh, implement, uh, data ethics there in, in practice, in policy. So I worked a lot with teams, like how can they incorporate, uh, ethics in, in their, uh, planning. They were working, uh, with agile methods a lot.

(00:05:40) - Former DR Lead:: So I gave a lot of workshops to kind of help them navigate which dilemmas they would come across. Um, and then also on the policy department, so always a bit in between innovation department and, and policy department that we explore the newest ideas and technologies, but that we also make sure that they're grounded well in, in the policies that we adhere to, uh, at a city level. Um, yeah. So that took five years to grow that expertise into like a solid team and a solid, um, strategy for 40 years to come. Um, and part of that work was also, uh, establishing and growing the Cities Coalition for Digital Rights. Uh, I think that was, uh, looking back, very important also for our political leadership to feel strengthened on this topic, um, that yes, technology is political and, uh, that's not scary to, to, to stand up for because you have a lot of colleagues worldwide that also are, uh, with you on this joint mission.

(00:06:38) - Former DR Lead: So the focus was really on yeah, making technology social again and, and really serving the communities that, um, cities serve. Um, and I also have a, I have a background in philosophy of technology, uh, society and science. Uh, so I did two years, uh, master in. Um, so that's also good to know when I speak maybe that, that, uh, I, I am school Masters, uh, philosopher, the end. Um, and now I switched, uh, jobs to UN-Habitats in needs, um, which is in, in a way the same. But then at the global level, again, making sure that there are some guidelines, um, that national policies can follow and, and local governments can follow. Uh, but now it's called, uh, People-Centered Smart Cities. But I would say the foundations are, again, the same, like participation, inclusion, uh, ethical values, accountability. Um, so I think my strength is a little bit more focused on setting those policies or those boundaries and then helping implement them in a way.

(00:07:50) - Interviewer: Yeah, I mean, I, you can, you can tell, uh, a philosophical background and what you say or how you say it, like something, just a hoodie phrase. Um, and it's really cool to hear those things for like, I don't know, because it's also kind of like, what, for my experiences like that, that mix of like the human part, especially like Human-Centered, um, and design methodologies and how this interacts here. So, yeah. No, super. Cool. Thank you so much, um, for that. Um, and it started, like starting for, I sort of like history, um, or no, sorry, I'm gonna explain to you a little bit like what, uh, how I'm thinking about my research. Um, I'm using this, uh, analytical framework that's basically like three elements that defined is a, um, eGovernance Enactment Framework. So it's a bit adapted from, uh, it's very simple, but it just has like this three elements, which is, um, on, on one side the strategy.

(00:08:47) - Former DR Lead: So in terms of like public policy, introduction, uh, of agendas, in this case, the digital rights and how it is introduced sometimes from like, the same, the same structure, the same political definitions or sometimes for like, influences from outside. Um, so the first part is just to understand how this logic and this, uh, agenda digital rights was introduced in, um, in Amsterdam in specific. Um, then the second part, which is like my biggest area of focus is how, uh, this interacts with, uh, the governance of the city. So in a broader sense, what are all these like, previous structures or the eGovernance, um, like more broader strategy that was introduced in the city and how it interacts with those things from, uh, more institutional elements or like very, uh, I don't know, even normative elements there to the more informal, which is not actually informal, but like how it is, uh, described as like more daily things and how work is done, basically.

(00:09:56) - Former DR Lead: Um, and then the third element is technologies. Um, and then how these technologies also, the use of them, the introduction of new technologies all, or the use of past ones also have an effect on the strategy. So sometimes we start using some technologies, and then it's like, oh, well, we have to like actually define something

that regulates the role with them, and then that interacts at the same team time with the things that the cities, um, like the work on itself and how it governs and works. Uh, so like these three elements, the, the, the main thing is that they all interact between each other, so it's not like an,

(00:10:33) - Former DR Lead: No, no. It's, it's really true. I was thinking, um, indeed of all of them, like, oh, yeah, how can you even separate them? There's, there's different forces, but they get entangled within it in the end.

(00:10:43) - Interviewer: Yeah. It actually, it looks like it's a triangle, and then each one has like arrows both ways. Um, ah, yeah. So that's how, like, I'm trying to, like, it really worked for me. It's very simple, but then at the same time, I was like, well, it's actually how, kind of how it is. Like there is not only one way, uh, for things to like this and this and this.

(00:11:02) - Former DR Lead: Yeah. Maybe it'll come up a bit later, but that's actually how we, uh, developed the strategy, like really with, with also with arrows, like informal, formal, um, ways of, of doing. So. Um, so do you, do you have specific questions or

(00:11:16) - Interviewer: Do you Yeah, yeah. I would just like a context to show you that, like, I have had like this order, I go from like strategy, governance, and then technologies. Okay. Um, um, starting also with more, like, we're focusing now in this part of the interview is more in the strategy and governance. And then my question in the end is like, if you know one specific example where I could, I could see how this applies to one technology in a specific, so it could be from like one tool that it's used for, um, yeah. Okay. Patient support or something. So that's for later. Okay. Start with the strategy part. It's just like, first of all, what would be the, uh, how would you describe the history of the introduction of this, uh, approach in digital rights in the city, um, of Amsterdam? Like, and also, like from your pers perspective, maybe you arrived later when this was already happening, but as I understood, uh, or what I've been seeing is that, um, especially Amsterdam has like a very, a huge interest in this, in developing these, these things, um, which is different from others when it's like, okay, this policy is coming and we have to do something about it, and here's like, like has been very proactive. So if you could describe the story a little bit like, that story.

(00:12:27) - Former DR Lead: Yeah. I will describe the story and I will write, I'll also share two, uh, things that I think are particularly important in the success of Amsterdam, or the interest as you indicate, uh, is that it's, uh, from history onwards is a very social and a very left city. So the whole, uh, city government is really oriented a lot on, uh, social rights, political rights, cultural rights, human rights, um, also the Dutch culture is very much on freedom, uh, accountability. Um, you know, so I think that plays a role. Um, and then also there's a very big innovation department at the city of Amsterdam. So I, I already told you that I was leaning with one foot in innovation and one foot in, in policy. Um, and this inno, this CTO, this innovation office, they really, um, took a political role on agenda setting of, of specific topics.

(00:13:30) - Former DR Lead: So then the, the story of, of how this came to be an an important agenda setting is that, uh, at least in the Netherlands, every four years, there's a new city government. So every four years there elections, um, for the city council. And in 2018, just before this, um, new elections, a group of civil society, uh, organizers and this innovation office, uh, academia, private sector companies, they came together in a series of, um, workshops, let's call them to, uh, kind of set up data values. So these, these values are called Tada, that's an acronym of data. And they came up in a series of discussions and conversations with six values. Um, let's see if I, I still know them. They're like open and transparent, uh, inclusiveness, legitimate use of data, um, human human

centered or human first. Um, yeah, a bit rusty already, but I can send you the link if, if it's needed.

(00:14:43) - Former DR Lead: But in anyway, there are like five, six public values that were deemed, uh, of importance. So what happened, um, and this was really lobbying, was that these six values, they, um, were shared with, um, candidates that were running for elections. Um, and then during, um, this election period, um, candidates also have to shape their political agenda for the upcoming, uh, four years. And usually in terms of it, like there's a deputy mayor that's responsible for IT, um, and usually it's, yeah, you're, you're basically responsible for procurement and, uh, computers that are in the basement. It's, it's a bit of a classical look on, on technology. Uh, but now with this manifest of these six values, um, this was actually a political dimension that could be added onto the, the the technology part as well. Um, so what happened in short, so these, these, uh, groups met in 2018. They came up with six, uh, data values. And these six values ended up in the Council agreement, the political ambitions for the next four years. And the ambition was to implement data ethics, these six values into the city and that's when I started there. So my first assignment was, oh, what the hell? We have six, abstract values. How do we implement them in the city?

(00:16:11) - Former DR Lead: Um, so then what I did was, on the one hand, um, work, give a lot of workshops to data teams, innovation teams, technical teams that, uh, work on implementing,

(00:16:30) - Former DR Lead: That work on, um, implementing, um, data projects. And so I guided them to implement. So I went, I can tell you a bit more about the workshop format, but we took the six values of the city, and then we, uh, reflected with the team, okay, how, how do you score yourself only six values and how can you implement them in your team? Um, and then on the other hand, I looked at the public policy that was already in place. So we saw that there was a lot of fragmented policy for those values in place, but not a coherent one. So what was already in place was privacy. Mm-Hmm. <affirmative> because of the, in Europe, um, security, um, open government also to some extent already. Um, but there was not really a lot on now what you mentioned the institutional, um, that came later with, so first I will say, uh, the workshops and then the kind of policy scan of, of everything related to information or IT policy, really more classic policies. Um, and then the question came, okay, what else do we need, um, in order to really implement ethics? And then it was on the one hand, uh, top down. So this institute, uh, fill these institutional gaps that you mentioned, like what should be in place, um, from, uh, institutional responsibilities perspective. And on, on the other hand, it was also a lot, um, building the skills and building the community of, of, because you have to imagine that 20,000 people work at the city government of, um, Amsterdam,

(00:18:17) - Interviewer: How many, sorry?

(00:18:18) - Former DR Lead: Uh, around 20,000.

(00:18:21) - Interviewer: Oh, that's huge.

(00:18:23) - Former DR Lead: Yeah. So how are you going to make sure that all those people internalize these values? Because in the end, how we approached it was that, uh, these six values, uh, they became very famous because they, they, they had a cool branding, like a cool layout. So everyone kind of knew, oh, Tada. That's, oh, yeah, that's something with ethics. So it kind of light up a, a bump, let's say. Uh, but we really saw it as a skill, like moral reflection is a skill that you should learn people. Uh, and With these workshops, we wanted to empower teams to learn those skills and then also start training the trainers program so that more people could learn those skills. We started a kind of,

we call that a Coalition of the Willing, also like an informal community where we organised meetings or readings about the topic

(00:19:16) - Interviewer: Just outta curiosity, like how, how many were you in the group that was leading this?

(00:19:21) - Former DR Lead: The first, uh, four years, one and a half person, uh, and then by now, by now it's like five people. So that's, that's why I, I really had to make a coalition of the willing, let's say, to, I had to seduce a lot of people, uh, to, to, to do a train the trainers or to become ambassadors. So I didn't have, I didn't have a lot of resources in the first, uh, first five years to, uh, work on these plans, but I had a lot of, uh, supportive people here and there. So I think the word ambassadors was really good.

(00:19:55) - Interviewer: And what, what, like, what would you say that allowed this? Because it's really hard, especially in such a big space, to push for something when it requires like, time and like, is it like the political support?

(00:20:08) - Former DR Lead: It really, yeah, it, it really helped that there was just this one line that I told in the beginning, and, you know, there was this one line that said, we have to implement the TADA data values.

(00:20:18) - Interviewer: It has to happen then.

(00:20:19) - Former DR Lead: And that meant that, the City Counselor would ask every now and then, um, how's it going with these values? And what are you doing to implement these values? So I worked, together with colleagues on a horizontal level and on a vertical level and on a vertical level, if you think about organs, uh, then now it becomes very bureaucratic, of course. But, um, like colleagues, colleagues from privacy, or colleagues from security, or colleagues from open government or, uh, even political, uh, advisors on digital, I would seduce everyone, um, to kind of be part of it, because I was like, yeah, but security is part of it, or security is one of, or, um, privacy is one of the values, but there are six. So, um, that you cannot say that

(00:21:08) - Former DR Lead: So in, in the beginning, it was really that they said, we already have privacy, so we don't need ethics, or we don't need human rights because we have privacy. Um, but then people also thought it was fun to engage with these topics. Like I was a young new colleague, um, I had a good method to involve them. So the, the workshop was kind of fun. Um, people took a lot of interest also in ethics, because in one hand it's also a bit about your view on the world, let's say. So that motivated them, um, and yeah, and then to really convince colleagues and also fight a bit for your spots in, in like strategic documents to say, Hey, there's a privacy section, but there should also be an ethics session, like things like this. Um, and then if you do a lot of workshops throughout a lot of different departments, um, then people, then it also starts to become word of mouth.

(00:21:56): Like if someone has a problem, let's say, or a dilemma, then a colleague says like, oh, I did this workshop, or … is working on that. And so in the beginning, I just worked with whomever took an interest in this topic. Um, and then at some point you could see that in the Netherlands, more things went wrong with algorithms. So there were a few really bad examples of, um, not working with ethics or not working with human rights. And to be honest, that also really helps because directors really focus on, um, risk management.

(00:22:28) - Interviewer: Mm-Hmm.

(00:22:29) - Former DR Lead: So,

(00:22:30) - Interviewer: Uh, you had like one from the, uh, like a bad example. I remember a paper that it was like on the, but from the central government, right? It was like very, yeah. Okay.

(00:22:41) - Former DR Lead: Yeah. Um, so there, yeah, there, there was one from the central government that was really bad, multiple, actually. Uh, and also on the city level, there, there, it's, it's always when detecting fraud, uh, always related usually, or crime, crime is always an excuse to discard other values, safety.

(00:23:12) - Former DR Lead: Yeah. And then came, uh, in the city council. So more and more questions came on this topic, like, what are we doing to ensure ethics? What are we doing to ensure ethics? So directors also became more and more nervous. Like they, at some point I was really like, first I, like I told you, I had to kind of convince people to, to the first two to three years. But then you saw, you saw a shift, uh, at the end where people were really like, please, uh, help. Or What do we do now? Or How do we do this? So I, I think the public opinion, um, shifted a lot because of these, um, yeah. Also things that were, where it went wrong.

(00:23:55) - Former DR Lead: : Yeah, I think just the whole field, the whole expertise is growing. Um, but also because algorithms, um, are more topical. Yeah. Again, in the EU now with the AI Act, and we, we started as one of the first with the AI registry. So also to give more, uh, openness on where and how and why algorithms were used. Um, so we have a very strong civil society, uh, sector also in Amsterdam, that really, uh, yeah. Is quite hard also, I would say, for, um, yeah, to, to defend these rights. So I think all, all in, all in, I dunno if that makes sense, but all that taken together, I could really see where first it was like, oh, we don't need ethics to like, oh, we needed a bit to like, whoa, let's expand. And when I left five years later, now there's like a private, privacy and digitized team. So now it's really like an official team, uh, where before it was just one, one trainee or one person, uh, doing it. Um, so I think having a lot of practical, in the end, having a lot of practical cases really helped. So that's why these workshops were also really important to me so that I could show to leadership, like there are actually a lot of dilemmas that people, uh, or teams are concerned with.

(00:25:20) - Former DR Lead: And then, yeah, so first I tested that workshop like, uh, I don't know, 20 times. And now it's a method that just, it's like a policy instrument now that every, in every process people have to do an ethical leaflet called. Um, and that basically means that PE teams should reflect on these six values and how they're protecting them in their project. And that's, and it looks

(00:25:45) - Interviewer: Like, like a, a checklist of like some elements to consider when,

(00:25:50) - Former DR Lead: Yeah. Yeah. It cannot be a checklist. It has to be, there has to be a kind of dialogue of two or three hours among the different disciplines. And then they need to, uh, come up with a score for themselves on each of the six, um, values, and also say why they accept to go on with the project, even though it's maybe not very inclusive. So something like that. Yeah.

(00:26:13) - Interviewer: That makes thing actually, um, yeah, it sounds, it sounds like it's a, from a, like how it should be. So congratulations on that. It really, it's, it's really impressive. Um, 'cause I, I like, as it's been like researching on, on, on the case of Amsterdam, you see, you see what you said, like the cases, so like the success, right? Um, because that's also like what's translated into, um, I dunno, documents, right? Uh, or like in web pages or, but it's really hard to see the story behind it. So like, that's why I start with this in a very clarifying that's, that's actually perfect. And a lot of these things that came out are actually what I was gonna jump into. Um, like, yeah, like, well, the thing is,

like, for the next part, which is like more the governance, like the governance structure of the city and how it interacts with different things, just to support that, I start with the, um, like these OECD framework of governance, which is just like elements.

(00:27:12): And then I add other, other things that have been coming up in the, in the, in the other interviews. So it starts with an element of leadership and stewardship. So, um, basically like the actual institutional, um, spaces or resources or people that are in charge of the pel developing, like, uh, governance strategies. So I'm adapting this into the case of, uh, local governance government. So in this case, would you say that, uh, whatever was acted or used in Amsterdam? So initially it was only you, but did it, like, if that translate into having an actual office, an actual, like, institutional space, um, does, is that, uh, an enabler or maybe it limits it?

(00:28:06) - Former DR Lead: No, it's, it's, it was really an enabler, especially in such a big organization. Um, I think the tragedy of ethics could be that it'll always stay, um, a nice to have, but not like a, a must have or this, right? So it, it should really, um, in the end, because in the end, the political level I think really grew with the administrative adulthood, let's say, of growing into this topic. Uh, because I, as I told you, you like, first it was just one line in a political, um, documented. Four years later, when the new government came, just before the switch was there, they demanded a full self-assessment of, okay, how are we actually doing, uh, on, on ethics and human rights in the digital context, and what do we need to improve? Um, so that gave me, again, fuel to then, um, do a proposal and ask for resources to really build the team and fight for the spot.

(00:29:00): Mm-Hmm, <affirmative>. Um, so in the end, you really need institutional, um, changes in order to safeguard, um, what you say you do. Otherwise, it'll be empty promises. Like if your, if your deputy mayor will say, ah, we have these six values. We're open, we're inclusive. Uh, but then if that doesn't translate to procedures or processes or policies, uh, yeah, then that's just empty words. Then that's, it's called blue washing, I think with ethics, um, not greenwashing, but blue washing. Um, and even, even when you work on it from the inside, um, it'll take a long time before people in society actually notice that the government is working on these things because so many things will go wrong. Uh, 'cause here, here's, here's the public policy, um, department working on institutional changes, but here's the innovation team doing a pilot in a city lab where they use facial recognition.

(00:29:59): So, uh, sometimes yeah, these, yeah, changes happen. Um, but I think what's important, um, is that you can explain what happened and why it happened, and also what you learn from it. So to be a bit more open, and that's where transparency is very important. And because it's, it links to

(00:30:30) - Former DR Lead: accountability that you can show what happened and then explain why it happened or what were the, the choices that were made. So, um, how we try to explain it also to colleagues sometimes is that, like the digital or data is a bit like money in, in, there's a lot of very good transparency and governance, um, policies in place, uh, when it comes to money. Like there's a yearly spending budget that's open, uh, participatory budgets. Um, um, yeah. So I think with kind of digital data, you should think about it a bit in the same way, like before, during, and after, you should always be able to explain how technology is used and for, for which purpose and how those impact those impacted are protected.

(00:31:01): Um, so I think that that's the next step that the institutional focus really gave us. So to not just say like, ah, we have a, a workshop, or we have some tools that you can use if you want. Uh, but to really, uh, give means, um, yeah, to politicians, to managers, to p to civil society, to also demand transparency. And, um, I think that was also the idea

of this algorithm registry, for example, that, okay, we're going to be open about how we use algorithms, um, but then it, it takes a lot more effort than expected to actually be transparent and open about what you do, because, uh, it's not, it's not necessarily that governments don't want to show. I would say like, there, there are a lot of team leaders that really would like to be more transparent. But yeah, it's, it's a bit, um, and this is then the philosopher maybe a little bit, but there's like an external reality and an internal reality of different departments and, and managers and, uh, disciplines.
(00:32:06): So even when you have a privacy officer and a data scientist and security scientist and a project manager, it's yeah, sometimes very hard to get the right information at the right time, um, to be published. So we, we already feel like, oh, we achieved something. Like we have 20 algorithms now online. Um, but it's, it's never, as soon as you start, uh, giving numbers, it's really never enough. Uh, I would say, because then people want to know more. I think that's also a paradox of openness, that once you open up a little bit, people also want to know more and more, which is okay. But, uh, in the current, the current government is not yet designed to be a 21st century government. It's still kind of an old school system that you're, uh, trapped in. So yeah,
(00:33:02) - Interviewer: That's actually a very,
(00:33:04) - Former DR Lead: Oh, sorry.
(00:33:04) - Interviewer: No, no.
(00:33:05) - Former DR Lead: I was gonna say, I'll stop there.
(00:33:07) - Interviewer: , I did, it's a perfect introduction for the next one because it's, um, it's like in the, in the logic of like how it areas worked before it was a support, um, area everywhere, and that like, that this is the struggle from like companies, acute companies, to, like even inside tech companies, this happens, right? Like you have like some support from a technological view that it's not really introduced as like the transformational value that it can give right now. Um, giving the impact that new technologies can, can, can reach. So there is, or I've been like looking into this like, um, clash that happens, like in organizational terms, uh, of how technology is seen is seen institutionally, like as the old school, just like as support function. Um, and then it's not translated into this transformative function that it can have. So usually we start creating agendas of, uh, like seeing it as a strategic, where the whole structure that takes a long time to actually change sometimes more for like, how it, how it means.
(00:34:15): And like in some places you have to like pass, we have here an awful local law that it depends on the central government to change laws to actually like, change structures in the local government because it's extremely centralized. Yeah. So like sometimes in those structures, it's like very hard to change, uh, and that, um, b or that conflict, um, how, how is that happens? Because, like what I've seen also is that in European cities being more autonomous and bigger than like, I don't know, for example, in Latin America, um, there is more of this capacity to actually change the structure of the city. Uh, the more formal structure to make it, make these areas more, um, strategic in terms of only support. But then also, like there are different things, like sometimes even the teams are more used to work in the old logic, um, than, and some things even like the, the structure is faster than how people can adapt to it. But what would you say is the case of Amsterdam in, in, in terms of this conflict or this, like, is there a conflict? Maybe it's not on like how the old, old view of technology and the new one.
(00:35:25) - Former DR Lead: Yeah. I think here it's important that to note that digital is not something on itself. It's not like service on itself that much. Uh, it's more supportive department or supportive. Actually, I like the money. It's, it's applied in, into the core domains of a city. So you have the core domains of a city being, uh, oh, a public space, mobility planning, social security, um, traffic management to name a few garbage, uh,

collection. Um, so there you are with your 1800 digital, uh, policy workers, technologists, uh, data scientists. But you have to improve the services actually, of those core domains. So you can be very much ahead in your thinking and your planning, and this is how digital should be, and digital also has rights and dah, dah, dah. But then, um, when you come to those core domains, the teams there are not thinking about, um,
(00:36:38) - Interviewer: Transparent
(00:36:39) - Former DR Lead: Exactly.
(00:36:39) - Interviewer: Mm-Hmm. <affirmative>.
(00:36:40) - Former DR Lead: Or, yeah, or, or any, any of those topics or being transparent for them, it's extra workload. Yeah, now I have to register this algorithm into a registry? Why? because the digital department says, so what value is that? So I think that was the main, main challenge, uh, that we had to really bring it home. Um, yeah, And then, uh, what happened in more like the next phase of that, because it was acknowledged to be kind of a misfit, how, how these two were collaborating is that you kind of made, then we went into a full transition and a full reorganization, um, in an agile working way that you're like, okay, that's from the start. There's a cockpit, like a lot of agile terms, there's a cockpit and there are leads, and there, uh, I don't even the KPI, but the, the cockpit for now is important, is important that you have from the start a director from digital and a director from the core domain, um, sitting together and, um, determining with the whole team around it. Again, multidisciplinary core system and digital system, determining what's going to be the priority. What are we going to do in this project? What is important to make sure that this is way more, uh, intervened.
(00:37:57) - Interviewer: Mm-Hmm.
(00:37:59) - Former DR Lead: So for that transition, they took, I think three years to reorganize like that. And I kind of left when this reorganization was done. So I hope, I don't know that now by now they're working in this way. Um, but the bus, the core business priorities are very different from the more like digital accountability priorities.
(00:38:26) - Interviewer: Yeah. Which especially in cities is like very visible and direct. So yeah,
(00:38:32) - Former DR Lead: Because as a, as a social director, it doesn't give you a lot of failure perhaps at first to publish something. But when it's a law, then it becomes, um, more important for them, but still annoying.
(00:38:45) - Interviewer: Yeah. And in that, in that, is there like, um, an, an already established capacity inside the city of Amsterdam to like communicate these things, um, inside, I mean, there is, there is two, two ways, right? That is like, how do you communicate to the rest of the city, especially being like such a big, um, with so many people in it, and then how do you communicate outside, right? But do you think, um, they are already in place like this, um, muscle of communicating well, like, because the only to the
(00:39:19) - Former DR Lead: Public? To the public or to internal
(00:39:17) - Interviewer: Both.
(00:39:19) - Former DR Lead: Hmm. Yeah. Yeah. No, it, it's, it's in, it's in place. Um, so for example, for, for privacy, you have about 30 officers. And those 30 officers, they should kind of be put in into all those, um, yeah. Different core domains just to, yeah, to create awareness and skills. On the topic of privacy, there's also, uh, the skill group, let's call 'em skill groups, like a skill group, digital privacy, a skill group, um, digital security and a skill group like open government. Uh, there's also a skill group of design thinking, a skill group of, um, innovation thinking, a skill group of, um, I dunno, strategic alliance or something. But all these strategic groups in the new model, they should all be in, in the cockpit. And then they're called trains,

(00:40:10) - Interviewer: <laugh>, they're so,
(00:40:14) - Former DR Lead: So yeah, it's funny. And then, uh, communication to the outside, um, the political level has a very important function in that. Um, there's also, um, a, a kind of special committee that checks on the application of, of privacy, uh, human rights and ethics. So everything that gets discussed there is also the public. Um, and of course we also have communications departments. Uh, and for the algorithm registry, that's also a purpose again, of being, uh, open the open government law. Again, a way of communicating and being open. But it's very difficult to communicate with one voice, uh, from all these different departments, I would say. So for that, the deputy mayor, ultimately, it's very important, like in the classic, um, governance models, the whole city kind of works for the mayor or for a deputy mayor. Uh, so I myself cannot have an opinion to the outside world if I'm being interviewed. Um, I cannot say, I think, uh, we do not protect human rights well enough.
(00:41:26) - Interviewer: Mm-Hmm.
(00:41:27) - Former DR Lead: Basically, uh, in a way. So if I would like to convey that to the public, then I would have to write a speech to the deputy mayor, and then he can say that, for example, Mm-Hmm. So I, I don't know what kind of communication you're, you're looking for, but
(00:41:41) - Interviewer: Yeah, no, I mean, that's kind of part of like public administration. It is a political like,
(00:41:45) - Former DR Lead: Yeah. And then like the, the dream, the dream for this ethical leaflet was that there will all be published, uh, on a website, so that for every project you can see, okay, what were the ethical considerations? And so that you really, yeah. Now a hot topic with, with any digitalization or digital human rights trajectories, uh, participation, how people, civil servants are really lost on how to talk to people or how to engage them, or, um, yeah. It's actually quite funny. Exactly. Yeah, it's really funny. Uh, yeah, I'm now a civil servant more or less for six years. But it's so funny how, how you also start acting. It's really like you start, uh, behaving like everyone, like the system, and then you're like, oh, now we're going to an elderly home for a session on digitalized, so now we're going to a school. But it's not a, yeah, it's such a weird, uh, thing, this, this participation because we kind of forgot how to live together or something. I don't know. <laugh>, that's, uh, it's a very big topic. Uh,
(00:42:45) - Interviewer: Yeah. I mean, I work with, with, uh, like, um, public servants from like, very different locations. And I always see this anxiety when they have to talk to people, and it's like, you work for them and you interact with them daily, but just like in this position of like, going to ask, it's completely different. Yeah. And I, and I've seen myself also in that position being also anxious about it. Yeah. Um, but yeah, it's very interesting, really. Mm-Hmm. Um, and, and on that point, it's also like the point of participation. It's, it's, it's irrelevant for like, because we, like all the conversation also tends to focus on the transparency. And there is this like, um, element of like, oh, if we put it there, then we don't have to take care of participation, because that's the other side, right? That's just like, um, like the reaction of people towards putting something out there. Right? Mm-Hmm. how do you see that in, in the sense of, like, do you see that, uh, more the accountability from, from people, from citizens, from civic society? Um, is it something that, like, it is happening or happened in, in, in Amsterdam or something that ha should be more facilitated? It is something that is not really considered?
(00:43:59) - Former DR Lead: Uh, I think it is. We're, we're really searching in, in what way or what model to, to do that. Um, I think we've also tried more inno innovative methods to kind of share things that are not finished or to share pilots. Like the algorithm registry in, in itself was actually also a pilot to start the debate on use of algorithms. But

what happens, what I feel unsafe about felt is that there's no room for mistakes or there's no room for learning as a government. It feels, it feels that if once you share something, it's like, one, this is missing, this is missing, this doesn't make sense. Are they stupid there? Uh, I don't know, things like that. So it takes a bit of guts to, to also, um, speak to yeah, free minded civil society actors or citizens or, uh, I often like to remind them that we have the same mission.
(00:44:54) - Former DR Lead: Like I'm also, I would say quite an hardcore reliever of human rights and ethics and technology, but I chose to work from within to make a change, let's say. That's how I saw it. Um, yeah. And sometimes I really had to also remind myself like, not to get upset when, when certain things were shared, because, um, I feel like we're all working towards the same goal. Mm-Hmm. Um, so I think sometimes being open is also a bit harsh, but I think what would work, the kind of model that would work, um, perhaps would be to kind of have a mediating partner or like a, so maybe like what, what we did was a model, um, it's called the Digital Rights House in Amsterdam. Uh, I, I am not a big fan of the party in the end that we worked with. Uh, but I think the model would be a good, um,
(00:45:52) - Interviewer: The party, you mean like, uh, the organization? Like,
(00:45:55) - Former DR Lead: Yeah. So, yeah, specifically, um, I mean, I'm, I'm not going to be quoted saying this, but to, to be honest about, again, you know, that's an innovation that we tried, and I think we didn't find the right partner to implement that model, let's say. Um, but it could work if we would select another partner. Again, I think, um, is that you kind of have, um, a place for data rights in your city. So it's not like you're talking to the government, but it's more like with government and with a lot of different institutions also how these TADA values came up. You know, like more an independent party, like an economic board or a cultural association, or some, some association that's a bit closer to citizens and to different organizations, and where there's really a spot to, um, have, have more safe discussions on these rights because it's also like a new topic that's still emerging. Um, so we, uh, I, I don't know if there's, if that's an English word, Oman? No. Uh, I'm gonna, I'm gonna see if I find a translation because it's, it's a very interesting, um, function. I think also an institution. What
(00:47:09) - Interviewer: Word again?
(00:47:10) - Former DR Lead: Um,
(00:47:12) - Interviewer: Um,
(00:47:14) - Former DR Lead: With German, uh, I'll, I'll see if there's a translation to English.
(00:47:19) - Interviewer: Uh, every time I come to Chile, my German, that it's not much. It gets eliminated. I forget everything.
(00:47:28) - Former DR Lead: Yeah. Maybe Google it after the after the talk.
(00:47:32) - Interviewer: Um, if you want, you can send it here. Yeah. I have all sort of translators.
(00:47:39) - Former DR Lead: But the thing is that, um, yeah, this, this function of an on one, I think it, it could also exist in the digital world where, um, on the one hand he stands up for citizens towards the government, but, uh, one of his ideas was to also have a, like I said, this independent mediator, like a place for digital rights from different organizations, uh, just to have a, a good talk or a collective like dialogue on, on a topic, like something went wrong, like, like with this national, um, algorithm in the Netherlands. And then how do you facilitate discussions between government and those impacted wrongly, perhaps also by, uh, by this algorithm. But two, 'cause I, I think with human, I think we can also look at classical. That's something that I also learned that digital rights are not always completely new. Like there's decades of work on human rights. Mm-Hmm.

uh, where a lot of innovations have also taken place. So I also really try to learn more from, from those colleagues. Um, but what, yeah, what I've seen with such a topic is that it's a very progressive topic. And to advance it from within government, you really need your outside coalition to push. So, um, yeah. Use, like I told you, like Yeah, I would,
(00:48:56) - Interviewer: Political definitions.
(00:48:58) - Former DR Lead: Yeah. So I, I, I would get more colleagues when more things went wrong, remember? So, or when, when they were spoken more like, hey, they're being held accountable for, for, they're not protecting of, of, uh, this or human rights. Um, so that's why I also, we also wanted to publicize these ethical leaflets, um, so that we can be held accountable. And the more you are held accountable, the more you will behave in different ways, because that's what poli politic. It's a bit sad, perhaps, but that's my view of it, that politicians and directors also have so many priorities that the priorities that really become a priority are the ones that are the biggest risk. So if the public opinion really shifts on these topics, or it becomes more and more important, then it also becomes more and more important for them. So, um, there's, there's like this formal structure in a way, um, for what I said, the political level.
(00:49:54) - Former DR Lead: Um, then there's a whole administration that you're a part of as, as a civil servant. But then you have two ways to communicate with society on the, on the one hand, the formal one with your deputy mayor, and on the other hand, kind of the informal one where you share knowledge. And that's why I was, um, mentioning this kind of independent space also, or like this multiple stakeholder space, it's called, I think. Yeah. I saw a lot of potential in that also, because in our plan, we, we did all the institutional checks, like, okay, we have to, uh, publish your reports. What we do on these rights, we have to public, we have to, I think there were five or six topics that, okay, we'll have to improve this. We have to be more transparent, and then we'll be held more accountable. We need to train people more. We need to da da da. And if we have everything in place, someone should also check us. Um, if we're doing that. In fact,
(00:50:48) - Interviewer: I have two more questions because I think you don't have more time. Do you have a bit more time?
(00:50:53) - Former DR Lead: I can have 10 more minutes.
(00:50:56) - Interviewer: That would be ideal. That's great. It's just, um, there is one element that I think it's creating this like difference from, uh, Barcelona, which is the level of, um, externalization, uh, considering, like in Amsterdam, there's a lot of, um, in-house service and product, um, development. Um, so I've been saying on the other, on the other case, like how it is a bit conflictive, and especially when you depend so much on the contracts, um, or like the services that you already have are in place from like old contracts that you cannot just like, okay, we actually need for you to be transparent on these things.
(00:51:39) - Former DR Lead: Yeah.
(00:51:39) - Interviewer: And I, I think like in that case, or this is just, this is a guess, so I'm just reading it to talk with you. How, how is that different? In the case of Amsterdam, when I, I can imagine that there, there are some things that you have to externalize also, but then at the same time, you create your own developments and services. So is it better for transparency to actually have it inside to adapt those things?
(00:52:03) - Former DR Lead: Yeah. It's definitely better, but yeah, that costs a lot of money and resources. So, but in an ideal world, we would just develop everything ourselves. <laugh> would say, um, because then you can really develop, yeah. Um, what's it called? Value based design or you, you noted better than me perhaps, but that, that would, that would be the ideal world. Like, okay, we take into account inclusion, accountability, and, um, privacy. Um, and then we're going to create this service or this

app, or this process or this solution that, that, that would be, uh, amazing. That would be much better for the value part. To answer your question shortly. Yeah.
(00:52:50) - Interviewer: Um, and in that case, is it like, uh, is it because it gives more flexibility then also to change the things that you already have?
(00:53:00) - Former DR Lead: No, I think it's really, um, I think it's because what counts is the public value and not the financial value of what you create. Because for example, we have scanning cars in Amsterdam. They drive around and they check license plates, and then they, uh, say, oh, you get a fine, or you don't get a fine, you paid for your parking spot, or you didn't pay it. If you didn't pay, then automatically you get a fine at home because the car saw you there. And the software that this company use is, is not from the city of Amsterdam. It's from an external party. Um, but then it is very hard to, uh, have ownership of, of that software that, um, uh, makes those choices actually. And also why they make those choices or where they drive, or I don't know, to optimize the roots of these cars, for example. Um, because it's also the business model for these companies to, um, know what are optimal driving routes, because then they can also go to the city of Utrecht and they can also go to the city of Matric, or they can also go to the city of Berlin, like it's their business model to, uh, own Yeah. Parts of the software and, and know and handle how it works. Yeah. Same with every, every government working on Windows. Yeah. Do you
(00:54:29) - Interviewer: Think there has to be like some work over the procurement process then that will change that?
(00:54:33) - Former DR Lead: Yeah. Yeah. That's, that's the only thing that you can do to, to adjust, uh, your procurement processes and then to train procurement officers, because we, uh, had those procurement guidelines as, as part of the institutional changes to have a special paragraph on data ethics and, and algorithms.
(00:54:55) - Interviewer: And that, is that like a standard for like every procurement to consider? Yeah.
(00:54:59) - Former DR Lead: Yeah. It's, it's like, um, yeah, my colleagues from the jurisdictional, uh, office made, made it in the end. Um, but yeah, it's, it's a paragraph that should be in the contract when an algorithm is used or when data is used. Um, but then we were so happy because it was, again, three years of work to get that paragraph and to get it accepted and to get it into the juris board and everything. So then you're like, ha, we made it. And then you see that it never gets used because procurement officers in these core lines, they don't recognize, Hey, this is digital, or this is data, or Hey, I should, I should put this paragraph there. So then if you, if you just work for the social department and you buy, I don't know, schooling lessons for kids or something, uh, and it runs on a platform, then with our expertise, I would say a platform owned by Google. No. Or you know, something like that. But they would say, they're not like, I'm buying a platform. They're like, I'm buying trainings or something. Yeah. So, um, I think,
(00:56:06) - Interviewer: And in that case, for example, if it was Google, then you cannot put, oh, have you, have you been like, do you know if there is a situation where like, um, 'cause especially the big ones are the most restrictive to like and sharing. Yeah. Um, has there been like, uh, a problem with that in the past? Like where you actually need one provider and that's the only one that has it, but it's too big for like negotiating that all
(00:56:29) - Former DR Lead: The time. All the time. Yeah. All the time. We also, we have, we even have a, I think a partnership manager at the innovation department, um, that is responsible for, um, negotiating with Google, at least on a, our MasterCard, like on a data level to exchange more data, because they have a lot, Google especially has a lot of, um, traffic data on how, and yeah. Especially Amsterdam being such a dense city with so many bikes, cars, everything. Uh, so then how can you share this data for public

goods? Like, there, there are also technologies that you can both donate this data in, in one, you know, public good for the city, kind of
(00:57:08) - Interviewer: thing.
(00:57:08) - Former DR Lead: But then again, that doesn't make sense for Google because they need to make as much money as they can. And if the data is there for free, then everyone has the insights that they have and that's not profitable.
(00:57:21) - Interviewer: Um, yeah, because the other options are always to like, go with like smaller providers, but then those don't have tech capacity. Usually data tools provide other things.
(00:57:31) - Former DR Lead: Yeah. Yeah. It's, it's not, and it's also good, like, because we have such a progressive City Council, so there's also a lot of, um, requests like not to work with big tech anymore, to do everything yourself, to do everything open source, even. So there's been a lot of accident investigation, I think, from the city government on how to do this and how to tackle it. But at the end of the day, we're also living in times where we have to cut costs. We, there's no money for anything. And then if you are a director, usually directors are around 50 or 60 years old. Mm-Hmm. So, uh, yeah, maybe I'm confirming a bit, um, the stereotype of a civil servant, but I think by the time they're really in, in the position to make big choices, they don't really share the same world image perhaps of why it's so important. And so first you'll have five years like, oh, this is naive, this doesn't make sense. And then maybe later they will say, Hmm, it's important, but it costs a lot of money.
(00:58:33) - Interviewer: Yeah. But then the problem that it's actually more costs, I mean, it's always like when you have a, a really big conflict and you messed up, then that is actually all the money that you could have saved doing something else. Yeah,
(00:58:44) - Former DR Lead: Yeah, yeah, yeah. Yeah. New newspapers are full in the Netherlands about also the national government, uh, having spent so much on it projects that Oh, yeah. That are a complete failure. So yeah.
(00:59:00) - Interviewer: Um, I think I can, that that's all the, what I needed from you, actually. Thank you so much, um, for making the time. And I know like, it's, it's crazy time. So thank you. I really appreciate it. Um, I, I do need for like a more, like, for that technology part, which is like the, the other to like have one example. It would be amazing that I can describe also in the case, um, oh yeah, so, hmm.
(00:59:27) - Former DR Lead: I, I, I would prefer to end it now, let's say than that I have to do another action.
(00:59:32) - Interviewer: No, no, no, no, no. It would be like, just to ask you if you could link me up with someone that could describe like, that how, like from one area or one service in a specific, how it applied being transparent and like things, because like the register is more transversal maybe from someone that is like more in charge of the register, so then I can have an interview with them for like the more Yeah.
(00:59:54) - Former DR Lead: Would, would you like to have a donor registry or on, can it be any?
(01:00:00) - Interviewer: Um, I mean the more the better because like people are busy and, but would be great to have like one specific area that it's something like not related and then the registry, that it's more transversal.
(01:00:17) - Former DR Lead: Yeah. And you're, you're asking if I know a person, right?
(01:00:22) - Interviewer: I mean, if you could link me up, it would be amazing. If not, I can just look for the, for the contact too.
(01:00:28) - Former DR Lead: Um, yeah, I just said I, I have to think back a bit about the specific email.

(01:00:36) - Interviewer: I can write you an email, um, with like a little description of what I need
(01:00:41) - Former DR Lead: Yeah.
(01:00:42) - Interviewer: For this example, and then I remind you and there's no rush. I mean, you can do it whenever, whenever it suits you.
(01:00:47) - Former DR Lead: Well, I, I guess you have to hand in your, uh, thesis.
(01:00:50) - Interviewer: I'm gonna rush.
(01:00:55) - Former DR Lead: I shall wait. Yeah. Okay. I'm, I'm, I'm already going to because I, I'm just, uh, bit busy these days, so I'm, I think it's better to just do it now. Um, there's,
(01:01:26) - Former DR Lead: Yeah. Maybe just send me a reminder. Um, could, could it be after next week?
(01:01:32) - Interviewer: Definitely. Yes. Yeah. I mean also I'm gonna try, um, maybe they, they reply right away. Um, but yeah, if not, I'll hit you up in an email asking you again. Yeah.
(01:01:45) - Former DR Lead: Uh, yes. Okay. One person that you should also talk to. So there's a bit here about, um, I think the most interesting would be, oh, I didn't, I didn't actually, he, <inaudible> would be a very well connected person in Amsterdam too. He runs a whole team on, um, practitioners and designers that do value-based, um, applications of technology, the city. So it's like super relevant for the question that you ask. Um,
(01:02:26) - Interviewer: That's perfect.
(01:02:27) - Former DR Lead: And cars worked on how the scanning cars can be more transparent.
(01:02:31) - Interviewer: Ah, perfect.
(01:02:32) - Former DR Lead: Yeah, that's, he, I think he just finished his PhD, so he has a lot to, to talk about these resources for four years. Um, then I spoke to some other people from Tyson's team that I forgot the name of a bit, but I remember like, they were also working on cameras, working on doorbells, working on a lot of like concrete technologies and how they could be, um, yeah, according to these values, these Tada values again. Um, that's perfect. Yeah. Then maybe you already have a text If you send it to me, uh, I don't know, in like 10 minutes, I can forward it straight away and otherwise I will do it, um, another time. But from TI, I have the email address and he would be like kind of the coordinating program manager of all those people working on different projects.
(01:03:20) - Interviewer: I'll just write it now, just like a tiny thing that it explains what I'm looking for. Um, and I'll just send it to you over the email.
(01:03:27) - Former DR Lead: Perfect.
(01:03:28) - Interviewer: Yes. Thank you so much.
(01:03:29) - Former DR Lead: Uh, it was, uh, very nice to, to speak to you. I had a very busy day and now I end my day. Um, nicely. So thank you.
(01:03:37) - Interviewer: Glad, I'm really glad to hear that. That's amazing. Know it's, yeah. Adding on everything. Good luck with everything and thank you again.
(01:03:45) - Former DR Lead: Thank you. Bye-Bye
(01:03:47) - Interviewer: Bye

IV a. Transcript Interview - Former Barcelona Digital Rights Lead and Coordinator of the CCDR - Original version (Spanish)

Name: Former Project Manager on Digital Rights of the Barcelona City and Coordinator of the Cities Coalition of Digital Rights from Barcelona. Currently Policy Advisor of Barcelona City Council.

Date: March 26th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Former DR Lead Barcelona.***
Language: Spanish (Original)

(00:00:44) - Former DR Lead Barcelona: Si quieres que no sé si quieres que me presentes. Si quieres empezar a hacer preguntas como tú veas lo que sí mandas

(00:00:50) - Interviewer: Sería del partir que me que me cuentes de ti como tu rol en la ciudad. Y y eso sí,

(00:00:57) - Former DR Lead Barcelona: Vale yo, o sea, yo ahora mismo estoy trabajando, estoy de asesora de la deputy major de urbanismo, movilidad, eh, vivienda y transición ecológica. O sea, un rol un poco diferente. Estoy aquí desde julio que hubo elecciones en el ayuntamiento Barcelona. Y entonces cambiaron un poco todas las cosas, pero hasta julio llevaba dos años en, eh, la Fundación Vita Habitat, que es la la agencia innovación urbana del ayuntamiento de Barcelona. Y ahí estaba como project manager. Y ahí desde ahí, llevaba junto con otro compañero del instituto informática. O sea, como del del IT department de la casa con el liderazgo del comisión, innovación digital que se fue como el sitio, llevábamos la parte como más de estrategia y gobern de derechos digitales. Vale, entonces ahora mismo no es, no estoy en esto porque estoy con otros temas más de policy y urbanismo y así. Pero eh, bueno, no ha estado con los temas. Y un poco, pues tengo la experiencia dentro de la casa. Yo vengo estudié filosofía política y economía. Y luego me especialice en en temas de derechos humanos y tecnología, eh? Y vaya, esto es un poco el background antes. Siempre he trabajado en el sector público, en el gobierno regional y luego en el ayuntamiento y y nada. Esta es la un poco el background.

(00:02:20) - Interviewer: Súper buenísimo. Muchas gracias, eh, en eso cómo? Cómo tu trabajo se vincula, eh, a a lo que es la la Coalición de de Ciudades por Derecho Digitales como,

(00:02:35) - Former DR Lead Barcelona: O sea, yo yo, una de las responsabilidades que tenía el mandado de pasado era coordinar los proyectos. Y la comunicación de la coordinación era como una de las responsabilidades, de hecho, cor miu. Éramos no mano o mano. Llevábamos bastante la coordinación entre Barcelona y Amsterdam, eh? Había otros ustedes también implicadas, sobre todo organizaciones como ONU-Hábitat, ah, Eurocities o UCLG, pero era sobre todo Barcelona, Amsterdam, que el llevarán tanto el liderazgo político como el técnico. Entonces, yo creo que en el sentido, somos dos ciudades que, como decías tú no, que somos, hemos un poco como en el leading role con estos temas hasta hace bien, poco ahora, justo habido como un cambio de de de responsabilidades y han entrado otras ciudades que igual. Luego también te puedo recomendar por si interesan, porque nos han tomado el releve a Barcelona y Amsterdam

que hemos hecho como un paso al lado para que otras ciudades también pudieran no de ciudades más del sur global. Ah, que pudieran estar también ahí representadas.

(00:03:37) - Interviewer: Sería ideal. Sería ideal porque también mi interés es como ver, ver diferentes estrategias en la analogía como de benchmark entonces mi, mi ímpetu inicial es hacerlo con las que se ven más avanzadas con las que ya hay un cierto que demuestran cómo avanzan estos temas. Así que sí, em. Y en eso, cómo llegan entonces a lidiar Barcelona y Amsterdam está la iniciativa.

(00:04:04) - Former DR Lead Barcelona: O sea, de hecho, Barcelona y á Amsterdam fundan la coalición la fundan en junto con nueva York, que también estaba justo en la época que estuve yo no estaban tan activos, pero lo haber estado en diferentes momentos, sobre todo con el sitio previo al actual que era Jean Paul Farmer (NY), eh? Y pues, Barcelona funda de iniciativa y se posiciona como ciudad global que está, eh, que quiere liderar una transición digital, va estar en derechos justa y que ponga a las personas a las personas en el centro, no? Y entonces, eh, pos la tarea internacional y el discurso internacional en si lo vinculamos nosotros también. Pues, con una declaración, eh, a nivel político que se adopta en el primer del ayuntamiento y con una serie de estrategias y en programas o políticas, eh, de temas de transparencia, algorítmica, pero luego también de inclusión digital, sobre todo eran como los de grandes focos también en su momento. Hubo el tema detecto del tema de programaría libre, eh? Con el de civil, eh? Todo el tema, participación, ciudadano digital, no todo un conjunto de estrategias que la si sin una sin una, o sea sin sin estar forzadas, sino que salían mucho, no también muy relacionados con la la sociedad civil y el tejido asociativo que hay aquí en Barcelona, la comunidad maker, eh? Toda la como un poco lo más ooma no tema temas de innovación social, innovación digital que en barcelona pues era como que había un caldo de cultivo, no? Y lo mismo Amsterdam, Amsterdam, una ciudad que temas de transparencia algoritmica, por ejemplo, nos llevan muchísimos años por delante. Y lo verás mañana con pero que es una ciudad donde hay este tipo de de preocupaciones, no? Y nosotros un poco lo decimos siempre es que de las ciudades se posiciona este mensaje no? Y luego ha venido, no, eh? Pues, eh, no parte por decir que las ciudades hemos hecho todo, pero sí que es una preocupación o un tipo de temas que nacieron en las ciudades. Y luego los gobiernos eh, nacionales incluso pues no el el UN con el global digital es como que fueron llegando. Y el tema se fue posicionando en la agenda no, pero en Barcelona, sobre todo ahí lleva tiempo este tema posicionado y encima de la mesa.

(00:06:16) - Interviewer: Mm-hmm. Sí, sí, soy interesante porque en realidad, eh, en general se ven como de otro tipo de políticas que vienen más como del del central hacia el local. Entonces ahí se ve por lo menos.

(00:06:31) - Former DR Lead Barcelona: Y aquí te ha tenido mucha importancia para nosotros también. O si quieres lo encontramos, pero como él a través de las redes de ciudades como nos hemos podido hacer lobby a nivel ya tanto de pedir a los estados determinados tipos de regulaciones o sobre todo a nivel europeo, esto sí que es de ciudades del norte global. No? Pues el tema del AI Act, ya que hemos participado activamente, ahm perdón, el tema de la del reglamento de inteligencia artificial y cómo a través de Eurocities haciendo lobby. Bueno, como que las ciudades nos hemos articulado no como actores que queríamos estar en el en el la debate político.

(00:07:11) - Interviewer: Mm-hmm. Súper. Y eso, eh, también, eh, existe algún tipo como de eh, de como propuesta inicial que venga desde la regulación como esto que me están mencionando como la el el el Act de inteligencia artificial como eso va de cantar distintas iniciativas. Pero esto o por lo menos me parece de lo que estaba buscando investigando. No hay una impronta inicial desde una normativa tanto de la una europea o desde los

países que diga como ya tenemos que enfocar en los derechos en los derechos humanos digitales, sino que es un poco al revés como que viene desde una una propuesta un poco más de de coordinación de iniciativas que después como que calzan en esta estrategia más grande o no.

(00:07:59) - Former DR Lead Barcelona: Sí, sí, sí, total. O sea, de hecho, creo que lo que nos unía como lo que nos une como ciudades o lo que nos unidos en ese memento no es, es más como una serie de principios, no de principios como muy high eleven, no transparencia, inclusión, participación, eh, que de hecho están en la web de la CCDR has visto, pero nuestro caso eran cinco. No he que nos unían en un tipo de modelo tecnológico, no luego lo que nos o sea, lo que un poco la reflexión que hicimos. Bueno, vale, esto es muy bonito, pero como se como se implementa, no como se y yo no, no creo que todo tenga que ser regulación, eh? Hay cosas que sí, no. Y por simplemente más de privacidad, valoramos positivamente el GDPR ah, en tema de protección de datos, no? O sea que luego ya se regula de forma más sectorial y con los instrumentos que tienes y hay cosas que se regulan a nivel europeo.

(00:08:52) - Former DR Lead Barcelona: Hay cosas que se regulan a nivel de gobernanza en la propia ciudad, no de los checks que tú pongas en un sistema algorítmico. Por ejemplo, que esto en Barcelona, le hemos un poco em estipulado ya, eh? Pero yo creo que lo importante de este tipo de red más allá de evidentemente, el lobby que puede hacer a nivel normativo y todo es que, eh, te hacen hacen como cuestionarse las cosas, no en un sector tecnológico muy poco, bueno, tecnológico muy poco crítico. Ahora, yo creo que que ya es introducido no el la narrativa más crítica de quién hace la tecnología. Quién la piensa, quien la diseña que está pasando, eh, que efectos producen estas tecnologías, eh? Toda una serie de preguntas que ahora nos hacemos mucho, no, eh, hace cinco años, no saben encima de la mesa? No? Entonces yo creo que es una son unas buenas iniciativas para poner restos high level, el principal que luego ya cada uno materializa como como b no. Y para empezar a hacer preguntas, secuestre, hacer cosas

(00:09:47) - Interviewer: Claro. Sí, efectivamente en eso como como, eh, muy buen ejemplo, el de el del el GDPR porque en el fondo es todo lo contrario, es a lo que te planteaba como de como lo veo en transparencia. Entonces, experiencia, si bien existen regulaciones a nivel de la Union europea, no son, eh, no. O sea, no se comparan con lo que es el GDPR, entre menos como de la aplicación, eh, y de cómo se plantea. Entonces ya no es como ya tenemos que tomar esto e implementar nuestra localidad, sino que tiene esa flexibilidad y como como interpretación que tú mencionas y en para el caso de, para el caso de Barcelona, cuáles han sido así como los flagships, eh? Como proyectos específicos en temas de transparencia y de y de accountability,

(00:10:33) - Former DR Lead Barcelona: Eh? O sea, yo me cent en tema en tema algoritmos porqué transparencia es súper amplio y en el tema algo, eh, nosotros, lo que hicimos fue a partir de estos principios high level, no quisimos pensar que significaban esos principios en Barcelona, no como queríamos que cualquier tipo de algoritmo que se desarrollará o que el ayuntamiento comprara y aplicada, eh, como queríamos que fuera, o sea, eh, entonces, eh, creamos la describimos la estrategia de inteligencia artificial del ayuntamiento que se publicó en 2021 y que un poco lo que hacía era cómo establecer estos principios más high level no y definir acciones que íbamos a hacer durante los próximos años, vale? Eran como el documento guías te lo puede pasar también que que, bueno, una de las primeras cosas que establecía es que había que hacer una metodología para implementar sistemas algorítmicos. Es decir, un protocolo que en el memento, en aquello que ser servicios sociales o el área de urbanismo o movilidad quieran implementar un sistema algorítmico, había que pasar unos checks internos, no unos unos por unas

mesas de gobernanza y supervisión, eh, para garantizar que no estábamos vulnerando ningún derecho y que este tipo de sistemas tendrían que estar en constante, eh, supervisión, eh, yo te cuento o sea, te cuento el el lo que está escrito luego, eh, el el ayuntamiento tiene súper pocos sistemas, eh, algorítmicos. Entonces, eso también creo que es importante, no así como Amsterdam, por ejemplo, es un ayuntamiento súper innovador que tiene un departamento que programa tienen de data scientists contratados, tal nosotros todo lo que, o sea, todo lo que los algoritmos hemos tenido algunos casos de pilotos, eh? Lo que luego te puedo contar también, pero todo se tiene que licitar afuera. Vale, todo se tiene que comprar, eh, al sector privado entonces, este también es un tema a tener en cuenta. O sea, no para la visión esta el ayuntamiento implementando algoritmos a escondidas, todo automatizado, todo súper innovador. No es así. O sea, la implementación de algo se produce en casos muy concretos, pilotos muy concretos con una fecha porque no había tampoco este marco no que nos permitía hacerlo con garantías.

(00:12:38) - Former DR Lead Barcelona: Entonces, bueno, y y después de que de que la hubiéramos establecido pues tampoco se ha dado porque y esta es una de los aprendizajes que puedo convertir tiene que haber gente que lo impulse. No, esto se pase porque si tiene que haber agentes más innovadores o gente que una unidad específica que proponga pilotos, no porque en el día a día de una organización como el ayuntamiento cuesta mucho que de repente un director de una de un área de un departamento se levante y diga voy a hacer una, voy a implementar un algoritmo, no? Entonces este es una de los temas, eh? Pero como te decía, eh, nosotros nos dotamos de este protocolo que lo que hace también te lo puedo compartir es establecer no desde el minuto cero que un área decide que va a implementar un algoritmo hasta que se decante hasta que deja de funcionar todo lo que tiene que pasar, vale, por ejemplo, en el en el nosotros.

(00:13:39) - Former DR Lead Barcelona: Lo que pedimos es que cuando se se hace la petición de de contratar un sistema a algorítmico, hay una reflexión de para que vamos a hacer a implementar este algoritmo, qué objetivos se consideran alternativa? Cómo vamos a vigilar los potenciales riesgos? Consideramos que va haber riesgos en derechos humanos, vale? Toda la serie de de temas. Entonces, hacer una evaluación de riesgo en base con el nivel de riesgo que que clasifica a ella y y act los de riesgo inaceptable no se pueden tirar adelante, vale, los de riesgo alto se podrían tirar adelante, eh? Pero tienen que pasar un estudio, un algo making impact seis, vale. Y entonces el resto de los algoritmos que no son pues, de riesgo alto, pueden tirar adelante con requerimientos de transparencia y de con no. Entonces, eh, si se decide tirar adelante, el establecemos mecanismos de y me siento una transparencia que interesa, pues como el registro algoritmos, eh?

(00:14:38) - Former DR Lead Barcelona: Las auditorías algorítmicas también, eh? Y también pedíamos que este estudio de impacto algorítmico fuera bueno, se hiciera público val, yo sea como todo de mecanismos para poder dar información a la ciudadanía, eh? Esto es poco lo que establece lo que está establecido en el protocolo. Ahora, siendo súper sincera, el registro algoritmos no está publicado. No es como Amsterdam, si que tienen una web y está público, es un proyecto que está ahí, eh? Porque un poco el argumento quedábamos nosotros o la reflexión era que hasta que no tu tuvieramos como toda la casa ordenada por dentro, no tenía sentido tener un portal de transparencia algorítmica porque y está también igual te cuenta mañana, pero es una de las críticas que se hicieron a Amsterdam y Helsinki. No tenían una web muy bonita, pero sólo había tres algoritmos subidos ahí con muy poca información que no era información relevante para la ciudadanía, no?

(00:15:29) - Former DR Lead Barcelona: Y es como, bueno, vale, mientras se sabe que la policía está utilizando un algoritmo para una cosa súper chuga no es como, bueno, no, o sea, la ciudadanía te puede decir no me tomes el pelo, eh? Vamos a o sea pública información no como que la transparencia sea meaningful que no sea transparentar para que es o sea para hacer, para quedar bien, no. Y esta es un poco la la reflexión igual, ya entro alguna de las preguntas siguientes que me vayas hacer? No? Pero la la reflexión con el tema de la transparencia algorítmica es esto como hacer que sea meaningful que tenga sentido para los ciudadanos. Entonces también hay el debate este que tienes que publicar y que no que publicar el código tiene sentido publicar el código si no publicas nada más, no. Entonces, bueno, ahí el debate abierto este, eh, y bueno, me callo. Y si quieres, si, si

(00:16:18) - Interviewer: No está buenísimo, o sea, hay como varios elementos de las preguntas que vienen después, como te contaba, tiene como esta lo que lo que estoy pensando tiene como estas tres áreas que vienen desde primero, la parte más estratégica. Por eso te pregunto primero, como parte este más discurso alrededor de los derechos digitales que ponen la impronta para después aplicarlo a nivel ya de la gobernación, eh? Entonces es un segundo punto que es más y mi foco es en eso como que elementos de la gobernza de la estructura de la administración pública y de la colaboración con actores, básicamente de las reglas que que rigen, permiten o limitan esta introducción de una nueva estrategia con una visión de derechos digitales. Como que ese es el fue con el que quiero llegar. Entonces, todo esto me sirve de contexto para entender, eh, para entender un poco eso. Entonces, pero antes quería preguntarte esta la estrategia que sí la había revisado, pero no sabía si es que aplicaba a una lógica un poco más transversal. La estrategia de inteligencia artificial. Em, eh, de experiencia la inteligencia artificial para cualquier algoritmo no necesariamente de machine learning,

(00:17:26) - Former DR Lead Barcelona: Eh? Sí, sí, doctor los algoritmos. O sea, nosotros decimos que cualquier eh o cualquier sistema por simple que sea que infiera que tome una dentición basada en datos con cualquier tipo de operación que tenga un efecto a la ciudadanía o no. Bueno, o sea, nosotros nos nos preocupaban más los que tenían efecto de la ciudadanía o que se relacionan directamente con la ciudadanía so se les aplica esto no es, no tiene que tener machine learning. De hecho, tenemos algunos sistemas que son como muy sencillos. Y y esto viene una reflexión que precisamente un sistema muy sencillo aquí en el sistema de de carceles catalán, simplemente entonces, sistema, este tipo que era era un sistema estadístico que asignaba una probabilidad. O sea, no no tenía ni aprendizaje automático ni nada. Pues fue un sistema que se vio que no funcionaba bien, no porque estaba tratando con datos súper sensibles de presos que recibía, eh, la posibilidad de dejar libre o no a una persona en función de varios parámetros entre los cuales había promiscuidad sexual, consumo de alcohol. O sea, era una cosa bastante, era un poco como el cómo sea él el que se el que se utilizaba en prisiones también en Estados Unidos. No que era como, bueno que obviamente, pues, pues más no, eh,

(00:18:49) - Former DR Lead Barcelona: Exacto. Exacto. No. Pero por eso era el ejemplo de un sistema súper básico y súper sencillo que de hecho habían montado los propios funcionarios de cárceles en el gobierno. Gobierno regional no, pero que obviamente está generando un problema porque tenía impacto en derechos fundamentales, no? Entonces nosotros incorporamos esta perdimos vale, por muy simple que el sistema y no tenga machine learning da igual. O sea, lo importante es el enfoque, el impacto en derechos.

(00:19:16) - Interviewer: Perfecto. Super sí. Porque eso también he estado tratando de definirlo bien en em en como la parte más, eh, de revisión de literatura, eh? Entonces es súper aclarar eso primero, eh? Entonces, para pasar a esta segunda sección que es más de la de la gobernanza, es más, eh? Primero preguntarte por los como los habilitantes y ya

había mencionado algunos elementos porque que mencionaste, eh, como respaldo político, eh, dijiste también que existe como toda una comunidad como distintos actores participan y quedan como ese en un espacio para que florezcan esto, em, si quieres desarrollar un poco más en esos dos o otros que tú creas que son como, eh, habilitadores para para esta estrategia.

(00:20:07) - Former DR Lead Barcelona: Sí, yo diría yo diría el respaldo político súper importante. O sea que esto se ha visto como una cosa que es necesaria tener porque es un poco ligo con lo que decía más no, sea en este campo, lo que es obligatorio es la protección de datos, cierto? Ciertos términos de transparencia, algunos requisitos legales con algún tipo de de decisiones administrativas automatizadas, pero más relacionado con temas de multas y tal pero con otro tipo de sistemas algorítmicos, es como que no hay nada establecido por ley. Entonces tiene que ser algo que, eh, haya un mandato político o de alta dirección, no de querer hacer esto y de que esto sea importante y de que porque, como, no es como que no tendría que hacerlo de personas, un nice to have que no un no un you should yo it. Entonces, bueno, es una apuesta también de ciudad, no por un cierto modelo.

(00:21:01) - Former DR Lead Barcelona: Esto por un lado también creo que tiene que ver mucho con eh, con la relación con la ciudadanía, por ejemplo, á Amsterdam,, la ciudadanía es mucho más criticar con instituciones y piden muchísima más contabilidad que aquí, por ejemplo, y para ellos, el tema de la transparencia es muchísimo más importante para nosotros los temas derechos digitales ya más en general, no. Y y yo siempre me fijaban que Amsterdam tenía el tema de transparencia súper trabajado súper importante. Ellos estaban trabajando en una segunda versión del registro de algoritmos no. Y aquí, por ejemplo, en temas digitales en general, era más importante del tema de la de la inclusión, porque igual no tenemos más desigualdad. Y éramos mucho más importante que la todo el mundo pudiera estar representado en en no en tema de decisiones en el tema de tecnología que no tanto transparentar no. Entonces, bueno, creo que es importante también en el contexto cultural en el que tiene lugar ser el que está el gobierno, no?

(00:22:00) - Former DR Lead Barcelona: Y lo que pide la ciudadanía de las instituciones no también en Holanda tuviera en caso del escándalo del gobierno holandés que tuvo que dirimir en bloque, no. Y yo creo que hay mucha más sensibilidad con estos temas o incluso la prensa está más sensibilizada, eh, con este, entonces, creo que es una cosa que ayuda o que puede frenar, eh, qué más el tema. Yo creo que la cultura y el tipo de forma de de sí, de cultura, de transparencia, de cultura, de abrir información que tenga el ayuntamiento en sí también ayuda.Pero sobre todo, creo que ayuda mucho, eh? El como el capacity building, no que los propios funcionarios o alta dirección, gerentes políticos mismos he co consideran que esto es importante, que hay que hacerlo y que haya espíritu crítico para ver qué funciona y que no, no, pues este el sistema este de canceles eh, de Cataluña?

(00:22:54) - Former DR Lead Barcelona: Pues nadie se había dado cuenta de que, eh, había algo que estaba mal con eso. No porque, bueno, no, pero al final esto es la misma tarea que ya hacían los inspectores, eh? Y la hemos puesto con una la la ahora la hacemos como un sistema estadístico. Pues no hay nada. O sea, como este espíritu crítico, creo que también es muy importante. Y en ta en en en tareas que son como más bueno, esto no perfile más funcionales, digital, tal a veces cuesta un poco de de encontrar, al menos aquí en Barcelona, Cataluña, España, eh, creo. Luego también es muy importante que, y esto es como a aprendizajes que que yo para para que para poder hacer como más estructural posible la gobernación algorítmica y la transparencia, hay que vincularse con otros

procesos que ya funcionen y que ya estén incorporados en como en los en el Daily fashioning del ayuntamiento.

(00:23:49) - Former DR Lead Barcelona: No? Eh, por ejemplo, uno de los temas que para nosotros, eh, fue más claves el tema de la contratación em de incorporar por defecto cláusulas de contratación en las licitaciones de sistemas algorítmicos, eh? Porque era la forma que nosotros teníamos de interactuar como el con el sector privado, no? Y pedirles determinadas cosas. Pues esto dame el código, déjame hacer el código para hacer auditoris algorítmicas.

(00:25:12) - Former DR Lead Barcelona: Tienes que hacerte responsable de no determinadas cosas de gobernar con el sector privado. No? Y creo que esto si no lo haces con un mecanismo que ya existe o que son las licitaciones y las cláusulas que ya existen, es muy complicado, eh? Implementar no o yo que sé pues, por ejemplo, el el los los checks and balance, estos previos al contrato, un algoritmo, eh, no se creó ni una oficina aparte ni nada, sino que se introdujeron como parte de las áreas normales del del IT department. No, esto seguramente mi diría lo otro es porque en Amsterdam se tienen un departamento de algoritmo y tal nosotros aquí, pues, por prioridad, prioridades, presupuesto y tal. Pues no los podemos permitir, no donde tenemos, pues, un agente dentro del it department que lleva a cabo de este tipo de asesoría, pero como asesoran con otros temas de de de de IT no.

(00:25:52) - Interviewer: Y en eso, en esa como coordinación con otras áreas, me imagino que tienen un área como de de licitaciones y compra de todo lo que es como proveedores en general que no necesariamente solamente de su área de IT,

(00:26:04) - Former DR Lead Barcelona: O sea, los temas de ha se compran a través del del departamento de IT, lo que está muy bien, porque todo lo que se ha relacionado con algoritmos pasa por ellos. Entonces, no he sentido, da un poco más de protección y seguridad, no porque todo pasará por ellos, que ellos sí que tienen esta sensibilidad, si quieres decirlo, no como de vamos a mirar que pase con este algoritmo, eh, mejor eh, qué más? Pero ahí

(00:26:) - Interviewer: Y tienen coordinación con otro tipo de áreas donde se escapa el control y necesitan una logica de coordinación? Pasa eso?

(00:27:02) - Former DR Lead Barcelona: Hay mecanismos de gobernanza o sea, yo te estaba como diciendo no los mecanismos así más informales que yo. Yo creo que son los que funcionan más de integrarlo en el día a día. Y luego hay los oficiales que son hay una, una mesa transversal de inteligencia artificial en la que participan todos los gerentes como los super directores de de áreas. Pues desde policía hasta movilidad, eh, no sé educación. O sea, todos los gerentes que pueden tener algo que ver con inteligencia artificial que en algún momento yo ese empleo no pueden utilizar un sistema de i para hacer recomendaciones de a a a solicitantes de empleo. Pues todo, cualquier área que puede estar relacionada se reúnen en de momento, solo se reunió a la vez. Pero la idea es que es una cosa más periódica, no para compartir inquietudes, eh, para valorar esto es interno, vale, coordinación interna.

(00:27:02) - Former DR Lead Barcelona: Luego hay un consejo asesor que son externo, son académicos, eh? Son solo académicos porque lo quisimos limitar, que es que fuera una cosa como muy experta que nos ayudarán asesorar casos, algo de algoritmos concretos, eh? Y hay expertos de la de la vertiente técnica, pero también de la vertiente social y humanística y legal. Entonces ellos, unos encargados de analizar el riesgo de los sistemas algorítmicos que se propongan no y hacer como este, eh, algoritimic impact assesment ser entonces como un consejo externo que emite una opinión, eh? Y luego nos

en la estrategia, lo veas cuando revistes el documento, pero estaba previsto un pacto de ciudad por los derechos digitales que era como un órgano de de gobernanza con sociedad civil. Pues donde pudieran bien también desarrolladores, no empresas, eh, periodistas, donde pudiera estar todo el mundo para tener un debate más amplio.

(00:28:12) - Interviewer: No perfecto. Pero de hecho, de hecho me eh, como claro, cómo esta parte más fácil, la construcción del caso, pero eh, lo más difícil. Y lo que más me interesa de esto son esas cosas que no se ven como de la de la que son parte de la gobernanza también eso que es como que, claro, le decimos más informal, pero en el fondo que son parte de la dinámica de como que se aplican y usualmente son las más importantes para el éxito de la de las estrategias como el, equipo y capacidad y recursos, eh? De repente, por ejemplo, y te preguntaba por lo de por lo del eh, el apoyo político, porque hay veces que no se necesitan tanto recurso, pero el apoyo político es más importante hasta eh, porque se pueden utilizar las mismas herramientas que ya existen dentro de la ciudad. Eh? Entonces, bueno,

(00:28:59) - Former DR Lead Barcelona: Hecho esto. Sí. Si puedes no poner la pero porque yo ahora trabajo para el y para el gobierno donde no, pero te lo pido en confianza, no? Eh, el mandato pasado, estos temas los los llevaban el deputy mayor que era súper prioritario para ella. Ya lo impulsaba. Bueno, era un tema. Ella sabía de estos temas. No, ella participaba en las Coalition tenía una relación muy activa, eh? Venía a los consejos estos de despiertos no. Y ahora como su carretera cambiado, eh? Y está en urbanismo. Y la persona que lleva la parte digital no tiene ese tipo de sensibilidad, no? Entonces él está más centrado en tema muy de conectividad, IT. Como más de no de cosas de pura y dura de tecnología y de empresa como una cosa más empresarial, no? Entonces este impulso por eso te te decía no, el pacto de este ciudadano nos acaba de celebrar nunca porque cambió el gobierno y las prioridades se reordenaron. Entonces, bueno, eh, el tiene interés, pero no le ha no le ha vuelto. Hay tantas cosas, tantas prioridades no ha priorizado por prioridad por delante de todo. Entonces, para que veas un ejemplo no, que es super importante que hayan como estos champions tan a nivel político como a nivel no más técnico que impulse en el tema. O sea, para mí es súper fundamental. Y Barcelona ha sido el caso y en Nueva York también pasó, o sea, en Nueva York con el la administración anterior a la actual, el sitio era son por, era una persona súper fan de los derechos digitales que tenía muchísimo discurso. Era realmente una persona que se posicionó no como litera en este tema. Y luego cambió el sitio ahora, pues es señor, que creo que había sido policía en en y NYPD como un perfil. Pues más no sé y ha caído el tema ahora lo lleva al chief privacy officer. Y es como, bueno, es como una persona muy técnica con poco liderazgo político. Entonces, bueno, cambia mucho, o sea, en función de la persona que lo lleve.

(00:31:05) - Interviewer: Bueno, claro en eso, en ese liderazgo también se vincula los ciclos políticos que inevitablemente tienen como esa interacción.

(00:31:12) - Former DR Lead Barcelona: Mm-hmm,

(00:31:14) - Interviewer: Em, eh? Y en términos de recursos, mm-hmm, eh, bueno, al final cuesta como aislar estos elementos. Pero eh, en específico más para la estrategia de estos, de estos temas de transparencia y de accountability en en en algoritmos. Crees que los recursos son un factor más como del lado de los habilitante, o sea, como pasa pasa en Barcelona que existía que sí que existían esos recursos o que no era tan relevante porque no sé, se jugaban otros recursos que ya estaban en la en la ciudad o o puede ser muy o sea un elemento súper necesario para la implementación.

(00:31:51) - Former DR Lead Barcelona: Creo que sí. O sea, yo creo que sobre todo es importantes recursos humanos y la sensibilidad de esta que te decían noos al final, este mandando pasado funcionó porque había una gente que lo impulsaba y que estaba ahí,

eh, trabajando y que, pues no y sobre todo recursos humanos, eh? Creo también que evidentemente son necesario recursos materiales, eh? Sí, sí, sí, total es un tema
(00:32:19) - Interviewer: Super, eh? Y bueno, partimos como más desde los desde los habilitante, eh, mezclando como con con de todo un poco. Pero cuáles dirías tú que son como los eh, los elementos que pueden limitar esta estrategia tanto en Barcelona? Sé que también tienes este conocimiento de las otras ciudades. Pero qué crees tú que dentro de esta estructura más de la de la gobern sea más eh, concreta o formal o informal? Eh? Limitan la la implementación de estrategias de transparencia
(00:32:50) - Former DR Lead Barcelona: Deta eh, yo diría, eh, el el hecho de que no se conseguiré como una cosa necesaria, no que sea como esto que decía como nice to have, esto es un problema y que no haya como una obligación de, pues no como va con el GDPR que porque al final, la regulación europea se ha centrado mucho en regular en el mercado y regular el producto que sale el mercado, no en regular como simple, implementa un sistema no? Entonces, eh, creo que donde entran los problemas con los algoritmos es en este contexto, la aplicas a qué objetivo no? Y esto aunque el sistema tenga lo que como técnico de la de la Unión Europea, si tú lo aplicas a un fin, que no es el no el necesario. Bueno, entonces creo que está como la falta de un marco o de una guía por parte de la europea como de como implementar sistemas en en las ciudades es un stopper.
(00:33:51) - Former DR Lead Barcelona: Creo que también lo las ciudades que hemos pensado en estos clases son ciudades que nos lo podemos permitir no ciudades más pequeñas, eh que no tienen tantos recursos humanos, tanta capacidad. Pues obviamente no se van a dedicar a esto, no? Entonces creo que puede ser un stopper. Creo que también, eh, es un campo que es muy nuevo y no había mucha cosa hecha. O sea, no sabíamos cómo hacer un registro de algoritmos. No es y ha sido un poco prueba y error. Y eh que eso es una cosa buena pero bueno, que al final es abrir camino en un campo que tampoco sabes muy bien, de qué va? No em, que más sí, creo que no tener las capacidades o tener un no un personal muy sentado en lo técnico sin que no vean como la la los efectos sociales de este tipo de sistemas también es un un stopper.
(00:34:41) - Former DR Lead Barcelona: O sea que esto sea considerado simplemente un problema técnico, un problema no de IT puro y duro y no como un tema que tiene implicaciones sociales que tienen los efectos en determinadas personas. Pues es un es un tema, creo que otro stopper es el tema de la del de la austeridad o del tema de que dentro de los ayuntamientos, por ejemplo, no desarrollemos software. Creo que esto bueno y de y del mercado de que tú, como ayuntamiento 20, no puedes competir en un mercado de que cada vez no son más grandes tecnológicas con el poder concentrado en la hermano de los pocos llegar necesitas más datos y más capacidad computacional para hacer este tipo de sistemas no? Entonces muy complicado desde el sector público, hacer algoritmos, eh? Hacerlos tú no ir a comprar al sector privado, no. Entonces, para mí, este es el tema zo, eh, Amsterdam lo hace, pero es porque se lo pueden permitir porque han hecho una apuesta y porque tienen desarrolladores contratados que solo trabajan para el ayuntamiento.Pero nosotros, por ejemplo, no, no tenemos desarrollado un algoritmo y las ciudades pequeñas aún menos no. Entonces, bueno, eso es un stopper porque te pone una capa de opacidad, no porque tú estás comprando un algoritmo a privado que no tiene por qué dar la información sobre el algoritmo que bueno, un tema tratar no, nosotros sí que creo que es interesante. Hicimos hace unos meses en una reunión con el sector privado con invitamos a gente de consultorías tecnológicas de Microsoft Google para porque queríamos aprobar este estas cláusulas. Hay unas cláusulas tipo que empezar. Empezaron a trabajar de este Amsterdam no de de requisitos para el sector privado em, a la hora de comprar algoritmos y les expusimos no llevamos a implementar esto que nos decís y ellos

mismos los decían es que nosotros queremos colaborar. Pero para nosotros es imposible hacer, o sea, dar según qué tipo de información porque los datos es que nosotros no son nuestros nosotros los compramos. No hay como una sa play supply chain supply chain no como de que ellos también tienen proveedores. Entonces es como, creo que el mercado tecnológico global es uno de los stoppers no como está funcionando todo el desarrollo de tecnología que no, no quiero decir que sea la situación sea imposible y que no se pueda hacer. Pero bueno que en el contexto en que el sector público ha internalizado no cada vez más, y nos hemos quedado pues como gestores de contratos, bueno, es que va a tener en cuenta claro,

(00:37:00) - Interviewer: Claro y bueno se han modificado, volviendo al punto inicial que como no existe ninguna normativa que obligue a los privados a hacerlo abierto, entonces la licitación se convierte en negociación y entra en un proceso mas largo hasta que se vuelva obligatorio. Me imagino que esa conversación fue con los grandes. Con qué proveedores tecnológicos mas pequenos tienen esa resistencia con respecto a compartir algoritmos?

(00:37:55) - Former DR Lead Barcelona: No, no tanto. O sea, es verdad que no, que está reunión fue con los grandes porque al final y es uno de los temas, o sea, el sector público, las licitaciones que se presentan son los grandes. Desafortunadamente, si no lo haces de otra forma, eh, pero pero no los pequeños y de hecho son los que están más predispuestos. Aunque una de las críticas de la AI Act ha venido por parte de la gente que hace, eh Open Source y tal de que no, que los mecanismos de vigilancia son demasiados, como que no hay confianza en los pequeños desarrolladores, no? Entonces, bueno, es como, es un tema como muy complejo, pero siendo sinceros, nosotros hablamos con los grandes, eh? Porque al final, pues, que son los que se te presentan la licitación?

(00:38:40) - Interviewer: No, no, no, sí, porque creo que, o sea, de repente se genera una diferencia entre los más grandes y los más pequeños, eh? Pero usualmente son los más grandes los que generan más resistencia en cosas como, no sé, dicen que tiene más entonces, bueno, eh, super eh. Y luego que iba preguntar, era como un anterior en, este este foco como de de el enfocarse en lo técnico. Y no es la parte como social en la implicancia de la tecnologia en general, crees que existen causas desde la estructura de como se trabaja en las áreas de IT en las ciudades?

(00:39:30) - Former DR Lead Barcelona: Totalmente. Sí. Bueno, al final, para nosotros IT no es como un vertical en vez de será un servicio más horizontal, no? Entonces el it dentro de ayuntamiento se entiende. Es una lógica súper tradicional de, eh, programas digital, o sea, como el servicio, IT no es como un departamento que da servicio. Entonces no hay como un diálogo sobre qué objetivos, qué cosas vamos a compartir, cómo podemos innovar? ¿Cómo podemos hacer un diálogo más abierto? Es como, no, yo te pido que me hagas un sistema mayor, es de lo que sea y tu me lo licitas así ya esta. Hasta sabes, pero como que no hay esos espacios de reflexión. Y también es un tema de las propias áreas no de, pues, pues de no sé, servicios sociales, no de de bueno, que tiene que haber un punto de reflexión crítica, o sea, el departamento ahí, que es como un proveedor de servicios, eh? Y en realidad, bueno, lo que hacen el departamento de IT porque ya te digo que ni programa ni nada, o sea, hacen contratos con el sector privado. Entonces hacen como de mediador entre las áreas y el sector privado para proponer la solución digital que se ajuste mejor no, pero como que, bueno, no hay esa reflexión crítica.

(00:40:47) - Interviewer: Ya no. Sí, en general, eso pasa como en todos los niveles de la administración pública también que se ve como se declara como estratégico, como un área estratégica, pero el operativo siempre tiende a ser como área de soporte. Y esa como, eh, desconexión, es muy difícil de llevar, eh? Ya super, eh? Sí, ahí estamos como, o sea, esa es como, como más el el foco en el que en que me quiero enfocar como de esos

elementos que se vinculan tanto con la estrategia. Y después la tercera parte es ya eh, o para mí construcción de caso, lo que quiero hacer es desarrollar, eh, en en ejemplos, eh, más específicos que como ilustren la forma en la que se lleva a cabo esa estrategia, cómo se vincula con la con los elementos más de gobernanza también. Entonces, eh, yo, si que Barcelona tiene el está en el en el Transparency Standar con la Eurocities como esa es uno de los ejemplos que igual también. No pude encontrar mucho lo práctico, eh? Porque eso es solamente como un protocolo para, eh, la para cómo se inyecta data, cierto? Entiendo.
(00:42:03) - Former DR Lead Barcelona: Sí. O sea, es un estándar de qué tipo forma hay que recoger acerca de un algoritmo para transparentarlo para hacerlo no explicarle la ciudad ciudadanía, sea nosotros lo hicimos un pequeño test con un par de sistemas que teníamos de estos piloto y nos dimos cuenta que era más complicado de lo que pensábamos, eh, rallar ese, ese cuestionar bueno, ese Excel al final que te puedes descargar y nos dimos cuenta que no, que bueno que si no lo incorporas desde el diseño del propio algoritmo, no este requisito de información, eh? Luego como ex post, cuesta mucho más tener toda esa información. No porque se hizo el algoritmo que datos se han utilizado de entrenamiento, eh? Como este monitora al sistema. O sea, todos estos, eh, información, una de las reflexiones, creo, es que tendría que incorporarse ya desde el principio, no, tú sabes, ver que determinada área va a tener que aportar esa información acerca de un sistema algorítmico
(00:43:11) - Interviewer: Y eh, y en eso cómo, bueno, además de de ese que escobo ya muy es bastante como de protocolo específico, eh? Me mencionaba también ese ejemplo de de de los datos que usan en la cárcel. Pero hay algún ejemplo que esté como de iniciativa que haya estado registrada en cómo, sí, y es como,
(00:43:36) - Former DR Lead Barcelona: Sí, o sea, ya te cuento un piloto que hicimos, eh, que incorporaba temas de privacidad por defecto. Y eh, bueno, utilizar la inteligencia artificial y y y aquí un poco la reflexión no de que esto lo impulsó a una persona que está como muy sensibilizada con el tema muy innovador y que estaba muy metido en temas derechos digitales, no para que veas que es un poco, eh, y y para o también ejemplifica, creo que el tema de que tiene que estar muy claro para qué objetivo utilizamos una tecnología? No solo qué tipo de tecnología utilizamos y las salvaguardas que ponemos, pues de no de prioridad sino para qué lo utilizamos y en este caso, utilizamos, eh, unas imágenes, o sea, un dron que volaba por por las playas de Barcelona, no? Y capturaba imágenes. Y entonces un software veía lo que hacía era anon, anonimizar directamente la imagen tapaba las caras de las personas porque reconocía no patrones de caras sin hacer reconocimiento facial. No? Pero veía dónde estaba la persona y contaba cuántas personas había en esa foto, no? Y lo que nosotros recibimos era no la foto nada porque esta foto se destruía. No era el número de cuántas personas estaban en esa en ese memento en la playa, no. Y para mí es un ejemplo de cómo incorporarnos privacidad por defecto, eh, de pedirle a un privado que te incorpore esto, eh? Y por otro lado, de aplicar un tipo de tecnología que puede ser como que da miedo, no que haya un dron volando por la playa, pero no estás aplicando a gestión de playas. Y era simplemente para, pues, poder, eh, proveer mejor servicios en terminar sitios si ves que hay más concentración de gente, no, eh? Y poder gestionar mejor y tener datos para la gestión pública, no? Entonces este es un caso que pasó antes de que hubiera todo este protocolo, no, pero que para, para mí, ejemplifica como se pueda hacer bien. No, no, no tienen que ser esto historias de terror cuando hablas de algoritmos en sector público, sino que bueno y y eso y un poco lo que queríamos, este protocolo no era hacer estructurales lo que había pasado porque se había cuidado mucho. El proyecto era un tema que estaba no cuidado porque había una persona con sensibilidad

y todo como hacerlo no estructural a todo el ayuntamiento, casi cualquiera área quería desarrollar un sistema algorítmico.
(00:46:02) - Interviewer: Mm-hmm. Y es ese, eh, tienen como registro o este piloto así como escrito como caso.
(00:46:10) - Former DR Lead Barcelona: Sí, está te lo busco, em, yo lo tenemos que tener. Sí, vaya, yo te lo busco y te envío. Sí.
(00:46:21) - Interviewer: Y y si no, también sería me serviría mucho porque quiero, como, eh, como para cada, para cada ciudad decir cómo estos tres niveles, eh? Entonces no sé si esa persona que me decía es que como que lo impulsó, será posible. Sigue trabajando en la ciudad y
(00:46:38) - Former DR Lead Barcelona: Ahora está de como de comisión de servicio en en la comisión europea. Está en él algo for no Center for Algoritmic Transparency, que es este centro que vigila algoritmos. Pero bueno, te puedo, pasa su contacto. Sí, es muy amigo mío. Así que seguro que sería.
(00:46:58) - Interviewer: Sería ideal porque como que si también puedo dar algún ejemplo como como que lo además sobre todo porque parte de parte de mi problematización es como, eh, bueno, y también lo que lo que menciona la eh Barcelona en la ciudad es como este, este este miedo por la surveillance, eh? Y la única forma en el fondo de manejarlo es como siendo consciente que que existe como riesgo, pero también manejándolo como con esta con esta logica
(00:47:26) - Former DR Lead - Barcelona: Te pasaré también una el Atlas. Has visto, es como, es una web que creamos que es un repositorio de buenas prácticas de desde ya y estaba mape bueno, puedes ver ejemplos de ciudades de todo el mundo
(00:47:42) - Interviewer: Con con con eso. Sí, es que con eso empecé a trabajar en él en la selección de ciudades. Entonces ahí está como también es como, fue una repositorio de iniciativa. Empecé como, como hacer, eh, a contabilizar cuántos proyectos tenía cada uno quienes tenían estrategia de inteligencia artificial. Entonces también para para la selección, eh? Y ahí, de hecho, no sé porque todavía no me acuerdo. Tengo que volver a revisarlo, pero Helsinki lo tenía identificado inicialmente y después me quedó fuera y parece que no tienen como la la estrategia implementada de de Ethical AI
(00:48:19) - Former DR Lead - Barcelona: Creo que estaban en ello. Ellos empezaron mucho por el tema de los datos. O sea, se centraron mucho en datos y de hecho implementaron un protocolo en My Data era como de privación de datos y dar a la ciudadanía como capacidad de gestión de sus propios datos personales y tal y ahora están con te empezando en temas de inteligencia artificial. O sea, ha empezado como no por por donde se tiene que empezar en realidad que son los das. Pero sí, sí,
(00:48:45) - Interviewer: Buenísimo, eh? Sí. Y finalmente, como, eh, no fue mejor de lo que pensar porque yo siento, siento, siempre me falta tiempo. Y aquí estamos justo, eh? Ah, más así como cierre. Mis últimas preguntas son más en términos como de todo aprendizaje igual mí, me mencionaste el principio, eh? Como aprendizaje, como ya lo perdí. Pero jule que si, como este proceso tuviera que que ser implementado de nuevo, cuál sería? Como la eh, que me imagino que igual lo hacen como siendo parte del de la coalición, eh? Pero cuáles son esos principales como aprendizaje, como lo harían en una segunda vez para otras ciudades?
(00:49:32) - Former DR Lead - Barcelona: Mm, yo creo lo la colaboración entre ciudades es fundamental. Y el estar en contacto y retroalimentarse es fundamental. Creo que uno de las de los deberes que nos queda pendientes a todas las ciudades es el tema de la participación de cómo hacer que la ciudadanía participe tanto en la decisión como en el diseño de tecnologías. Creo que o otra tarea pendiente y que es súper importante abord el diálogo con el sector privado y como con y y con los pequeños desarrolladores que es un

poco lo que me decías, no que que al final nos tengamos mucho en la gobernación interna, pero no quién está fabricando las tecnologías? Y creo que es es súper necesario este tipo de diálogo, eh, creo sea para otras, ustedes, creo que lo importante, esa para lanc lo que ya existe. O sea, no intentar empezar de cero, inventar las ruedas, sino ya hay muchos ejercicios ya hechos, no y como aprovechar cosas que existen, no el estándar, los registros de algoritmos no como empezar desde ahí, no que no querer empezar de cero al final, todo el mundo está pensando en lo mismo ahora mismo.
(00:50:39) - Former DR Lead - Barcelona: Ahora no principios de ya y tal pero como vamos a sentarnos en implementar no? Y como hacemos esto, pues podemos colaborar también. Y sí, y el capacidad civil, yo creo que también es como una la competencia y el gran tema pendiente, no como como formar ya más en general, como formar funcionarios y otros directivos en temas de tecnologías porque al final, como los llegan estos temas, no con los grandes debates mediático, no el tema, eh, fake news, eh? Tenemos que tener ordenadores o móviles en las escuelas de los niños. Si no, pero no estamos sentando en los temas importantes que es como estás tecnologías afin derechos humanos y todo no. Entonces yo sí que veo yo como un debate como muy superficial, pero que no estamos tentándonos no en un discurso crítico y no has competencias y capacidades relacionadas con este tipo de tecnologías. Así que yo diría esto, sí,
(00:51:34) - Interviewer: Eh? Y algo que de hecho deje, eh, como porque en esta como área, eh, se habla del del Algorithmic Transparency, pero también de la accountability. Entonces, cuando me habla ahí de esta, esta participación, eh, crees que queda un poco atrás, eh? Como que hay una mayor preocupación en transparentar las formas y los algoritmos, eh, pero no en en la participación de los ciudadanos en cómo pueden dar un feedback al respecto
(00:52:03) - Former DR Lead - Barcelona: Total. Sí, también porque no creo que no había entendido como la utilidad y como más allá, que sea algo como nadie to have, nadie como ha entendido por qué tenemos que hacer un proceso participativo o abrir no este tipo de decisiones a la ciudadanía. Porque si al final es un tema técnico, ya lo solucionamos, no con el departamento de Haití y ya está. No, no, bueno, es un tema social. Hay, o sea, como que hay que poner el relieve no sea tiempo social ya esta y de que son tecnologías que pueden reproducir injusticias, pero la no, pero que esto no, no hemos llegado aún a esa. Y yo cuando lo hablaba también aquí decía pero por qué tenemos que hacer un proceso de participación si es dinero es tal, no. Entonces es la tarea pendiente
(00:52:51) - Interviewer: Súper. Y en eso también cree que hay algunos como, como creencia por detrás de que no sé la ciudadanía, no que que no son expertos. Entonces, como no son expertos, no pueden,
(00:53:01) - Former DR Lead - Barcelona: Eh, Total
(00:53:04) - Former DR Lead - Barcelona: Sí. Esto es un tema que creo que en general pasé por la participación en cualquier tema, eh, o sea, ahora desde urbanismo, lo estoy viendo. O sea que al final, y también es una crítica, es la participación que siempre participa la misma gente. Siempre es la misma gente movilizada. Al final son grupos de interés, ¿no? O sea, por muy o sea que participen los de siempre, los que tienen tiempo, los que puedan hacerlo, no entonces un proceso de participación o de liberación, bien hecho, no como hizo Escocia hecho con el tema de la Inteligencia Artificial o como se echan otros casos, nosotros aquí hacerlo. No lo hemos hecho con el tema climático. No hemos hecho una asamblea ciudadana del clima. Pues que son ciudadanos elegidos al azar, no, este tipo de procesos deliberativos y participativos funcionan y funcionan mucho mejor. Pues igual algo más de ese tipo no porque normalmente la participación entendemos como, bueno, hacer una reunión y que venga quien quiera. Y obviamente,

pues solo va a venir el activista de turno o el empresario o el poli, el periodista que está súper metido en el tema. No creo que es interesante.
(00:54:08) - Interviewer: Claro. Y eso eso como que se cruza un poco con eh, con lo que decías inicialmente, que es que, eh, si es que parte es un proceso y después se queda ahí. Y no hay una acción por ir a buscar una ciudadano más general, eh? Se como que se vuelve solamente a los mismos grupos que están que entonces está vinculado también tener como una estrategia de largo plazo y apoye para los recursos que se encargue. Ya te agradezco 1,000,000
(00:54:42) - Former DR Lead - Barcelona: A ti. Pues le pasa muy bien. Me interesa mucho esta conversación. Así que muchas
(00:54:48) - Interviewer: Y probablemente igual te escriba de nuevo con con algunas preguntas ya así es que porque además también, como en general se va se va a tra o sea, mi idea es mantener mi mi propuesta inicial, pero siempre como que van cambiando algunas cosas en el proceso. Entonces, si te puedo escribir o para alguna ya te otra llamada más corta, también te lo agradeceré infinitamente, si es posible.
(00:55:10) - Former DR Lead - Barcelona: Yo digo los links de esas cosas y el contacto de mi compañero y a tirato. Vale, eso
(00:55:17) - Interviewer: Ya
(00:55:17) - Former DR Lead - Barcelona: Súper
(00:55:18) - Interviewer: Gracias, Paula. Te lo agradezco mucho.
(00:55:22) - Former DR Lead - Barcelona: Igualmente
(00:55:25) - Interviewer: Que estes muy bien.

IV b. Transcript Interview - Former Barcelona Digital Rights Lead and Coordinator of the CCDR - Translated version (English)

Name: Former Project Manager on Digital Rights of the Barcelona City and Coordinator of the Cities Coalition of Digital Rights from Barcelona

Date: March 26th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Former DR Lead Barcelona.***

Language: English (Translated)

(00:00:44) - Former DR Lead Barcelona: If you want I do not know if you want me to introduce myself. If you want to start asking questions as you see what you do command

(00:00:50) - Interviewer: It would be great if you could tell me about yourself as your role in the city. And so and so,

(00:00:57) - Former DR Lead Barcelona: Okay I, I mean, right now I'm working, I'm an advisor to the deputy major of urbanism, mobility, uh, housing and ecological transition. That is, a slightly different role. I've been here since July when there were elections in the Barcelona City Council. And then things changed a little bit, but until July I had been working for two years in, uh, the Vita Habitat Foundation, which is the urban innovation agency of the Barcelona City Council. And there I was as project manager. And from there, together with another colleague from the IT institute, I was in charge of the IT department. That is, as of the IT department of the house with the leadership of the commission, digital innovation that went as the site, we took the part as more of strategy and governance of digital rights. Okay, so right now it's not, I'm not in this because I'm with other issues more of policy and urbanism and so. But uh, well, it has not been with the issues. And a little bit, well, I have the experience inside the house. I studied political philosophy and economics. And then I specialized in human rights and technology issues, eh? And well, this is a little bit of background before that. I have always worked in the public sector, in the regional government and then in the city council and nothing. This is a little bit of background.

(00:02:20) - Interviewer: Super cool. Thank you very much, uh, on that how? How your work is linked to, uh, to what the Coalition of Cities for Digital Rights is like,

(00:02:35) - Former DR Lead Barcelona: I mean, I, one of the responsibilities that I had the past errand was to coordinate the projects. And the coordination communication was like one of the responsibilities, in fact, cor miu. We were not hand in hand. We were pretty much the coordination between Barcelona and Amsterdam, eh? There were others of you also involved, especially organizations like UN-Habitat, ah, Eurocities or UCLG, but it was mostly Barcelona, Amsterdam, that would take both the political and the technical leadership. So, I think that in the sense, we are two cities that, as you were saying, we are, we have been a little bit in the leading role with these issues until recently, just now, there has been a change of responsibilities and other cities have entered as well. Then I can also recommend you in case you are interested, because we have taken over from Barcelona and Amsterdam, which we have done as a step aside so that other cities

could also be there, not just cities from the global south. Ah, that could also be represented there.

(00:03:37) - Interviewer: It would be ideal. It would be ideal because also my interest is like to see, to see different strategies in the analogy like benchmark so my, my initial impetus is to do it with the ones that look more advanced with the ones that there's already a certain that show how these issues are moving forward. So yes, um. And in that, how do Barcelona and Amsterdam come to deal then is the initiative.

(00:04:04) - Former DR Lead Barcelona: I mean, in fact, Barcelona and Amsterdam founded the coalition together with New York, which was also just at the time that I was there, they were not so active, but they were at different times, especially with the site before the current one, which was Jean Paul Farmer (NY), right? And so, Barcelona is founded on initiative and is positioned as a global city that is, uh, that wants to lead a digital transition, that is going to be in fair rights and that puts people at the center, right? And then, uh, then the international task and the international discourse itself we also link it. Well, with a declaration, uh, at the political level that is adopted in the first of the city council and with a series of strategies and in programs or policies, uh, of transparency issues, algorithmic, but then also of digital inclusion, especially they were like those of great focuses also at the time. There was the issue of free programming, eh? With the civil one, eh? The whole topic, participation, digital citizenship, not a whole set of strategies that were not forced, but that were very much related to civil society and the associative fabric that exists here in Barcelona, the maker community, eh? The whole thing as a little more ooma not subject issues of social innovation, digital innovation that in Barcelona was like there was a breeding ground, no? And the same Amsterdam, Amsterdam, a city that issues of algorithmic transparency, for example, are many years ahead of us. And you will see it tomorrow, but it is a city where there are these kinds of concerns, right? And we always say it a little bit is that cities position this message, right? And then it has come, no, eh? Well, uh, it does not start by saying that cities have done everything, but it is a concern or a type of issues that were born in the cities. And then the governments, uh, even the national governments, not even the UN with the global digital one, it is like they started to arrive. And the issue was placed on the agenda, no, but in Barcelona, especially there, this issue has been on the table for a long time.

(00:06:16) - Interviewer: Mm-hmm. Yeah, yeah, yeah, I'm interesting because actually, uh, in general you see like other kinds of policies that come more like from the central to the local. So that's where you see it at least.

(00:06:31) - Former DR Lead Barcelona: And here you have had a lot of importance for us too. Or if you want we found it, but as he through the networks of cities as we have been able to lobby at the level both to ask the states for certain types of regulations or especially at the European level, this is really cities of the global north. No? Well, the issue of the AI Act, since we have actively participated, ahm sorry, the issue of the regulation of artificial intelligence and how through Eurocities lobbying. Well, as cities we have articulated ourselves not as actors who wanted to be in the political debate.

(00:07:11) - Interviewer: Mm-hmm. Super. And that, uh, also, uh, is there some kind of like uh, of like initial proposal that comes from regulation like this that you're mentioning to me like the the the the the the the artificial intelligence Act like that goes from singing different initiatives. But this or at least it seems to me from what I was looking into researching. There is not an initial imprint from a European regulation or from the countries that says that we have to focus on digital human rights, but it is a little bit the other way around as it comes from a proposal of coordination of initiatives that then fit into this larger strategy or not.

(00:07:59) - Former DR Lead Barcelona: Yes, yes, yes, yes, absolutely. I mean, in fact, I think that what united us as what united us as cities or what united us in that memento is not, it's more like a series of principles, not principles like very high eleven, not transparency, inclusion, participation, uh, which in fact are on the CCDR website you saw, but our case were five. I have not that we were united in a kind of technological model, not then what we or is it, what a little reflection we did. Well, okay, this is very nice, but how do I know how to implement it, not how to implement it, and I don't, I don't think that everything has to be regulation, eh? There are things that do, no. And just more on privacy, we value positively the GDPR ah, on the subject of data protection, no? So then it is regulated in a more sectorial way and with the instruments that you have and there are things that are regulated at the European level.

(00:08:52) - Former DR Lead Barcelona: There are things that are regulated at the level of governance in the city itself, not the checks that you put in an algorithmic system. For example, in Barcelona, we have already stipulated this a little bit, eh? But I think that the important thing about this type of network, beyond the lobbying that it can do at the regulatory level and everything, is that, uh, it makes you question things, not in a technological sector that is not very, well, technologically very uncritical. Now, I think it's already introduced not the most critical narrative of who makes the technology. Who thinks it, who designs it, what is happening, eh, what effects do these technologies produce, eh? A whole series of questions that we now ask ourselves a lot, no, uh, five years ago, don't you know on the table? No? So I think that this is a good initiative to put high level remains, the main one that then each one materializes as b not. And to start asking questions, kidnapping, do things

(00:09:47) - Interviewer: Right. Yeah, actually in that as, like, uh, very good example, the GDPR one because basically it's the opposite, that's what I was asking you about as far as I see it in transparency. So, experience, although there are regulations at the European Union level, they are not, uh, not. In other words, they do not compare with the GDPR, especially in terms of the application, and how it is proposed. So it is no longer like we have to take this and implement our locality, but it has that flexibility and as an interpretation that you mention and in the case of, in the case of Barcelona, what have been the flagships, eh? As specific projects in terms of transparency and accountability,

(00:10:33) - Former DR Lead Barcelona: Eh? I mean, I focus on algorithms because transparency is super broad and in the topic something, uh, we, what we did was from these high level principles, we didn't want to think about what those principles meant in Barcelona, not how we wanted any kind of algorithm to be developed or the city council to buy and applied, uh, as we wanted it to be, I mean, uh, so, uh, then, uh, we created the described the artificial intelligence strategy of the city council that was published in 2021 and that kind of what it did was how to establish these more high level principles not and define actions that we were going to do over the next few years, okay? They were like the document guides can pass it to you also that, well, one of the first things that it established is that we had to make a methodology to implement algorithmic systems. That is to say, a protocol that at the time, in the event that the social services or the area of urbanism or mobility wanted to implement an algorithmic system, we had to pass some internal checks, not some through some tables of governance and supervision, uh, to guarantee that we were not violating any right and that this type of systems would have to be in constant, uh, supervision, uh, I tell you, that is, I tell you what is written later, uh, that the city council has very few algorithmic, uh, systems, uh, algorithmic. So, I think that is also important, not like Amsterdam, for example, is a very innovative city council that has a department that has a program of data scientists hired, so we have all that, that is, all that

algorithms we have had some cases of pilots, eh? Which then I can tell you too, but everything has to be tendered out. Okay, everything has to be bought, uh, from the private sector, so this is also an issue to be taken into account. I mean, not for the vision is the city council implementing algorithms on the sly, everything automated, everything super innovative. It is not like that. That is, the implementation of something occurs in very specific cases, very specific pilots with a date because there was not even this framework that allowed us to do it with guarantees.

(00:12:38) - Former DR Lead Barcelona: So, well, and after we had established it, it has not happened because and this is one of the lessons learned that I can convert, there must be people who drive it. No, this happens because if there have to be more innovative agents or people than a specific unit that proposes pilots, no because in the day to day of an organization like the city council it is very difficult that suddenly a director of an area of a department gets up and says I am going to do one, I am going to implement an algorithm, no? So this is one of the issues, eh? But as I was saying, we have this protocol that allows us to establish not from the very first minute that an area decides to implement an algorithm until it is decided until everything that has to happen stops working, for example, in the us, for example.

(00:13:39) - Former DR Lead Barcelona: What we ask is that when the request is made to contract an algorithmic system, there is a reflection of what we are going to do to implement this algorithm, what objectives are considered alternative? How are we going to monitor the potential risks? We consider that there are going to be risks in human rights, right? The whole series of issues. So, do a risk assessment based on the level of risk that you classify it and then the unacceptable risk ones can't go ahead, okay, the high risk ones could go ahead, right? But they have to pass a study, a something making impact six, okay. And then the rest of the algorithms that are not, therefore, of high risk, can go ahead with transparency requirements and not. So, uh, if it is decided to go ahead, we establish transparency mechanisms and I feel a transparency that is of interest, as well as the registration of algorithms, eh?

(00:14:38) - Former DR Lead Barcelona: Algorithmic audits as well, eh? And we were also asking for this algorithmic impact study to be good, to be made public val, I mean like all the mechanisms to be able to give information to the citizens, eh? This is little what is established in the protocol. Now, being super sincere, the algorithmic registry is not published. It is not like Amsterdam, they do have a website and it is public, it is a project that is there, eh? Because a little bit the argument we were left with or the reflection was that until we had like the whole house sorted out inside, there was no point in having an algorithmic transparency portal because and it's also just as well tell you tomorrow, but it's one of the criticisms that were made of Amsterdam and Helsinki. They didn't have a very nice website, but there were only three algorithms uploaded there with very little information that was not relevant information for the citizenry, no?

(00:15:29) - Former DR Lead Barcelona: And it's like, well, okay, as long as you know that the police are using an algorithm for a super cool thing, it's not like, well, no, I mean, citizens can tell you not to make a fool of me, right? We are going to make information public, it is not like transparency is meaningful, it is not to make it transparent, it is to make, to look good, no. And this is a little bit the reflection as well, I am already entering some of the following questions that you are going to ask me? No? But the reflection on the issue of algorithmic transparency is how to make it meaningful for citizens. Then there is also this debate that you have to publish and not publish the code, does it make sense to publish the code if you don't publish anything else, no. So, well, there is this open debate, uh, and well, I'll shut up. And if you want, yes, yes, yes

(00:16:18) - Interviewer: No, it's really good, I mean, there are like several elements of the questions that come later, as I was telling you, it has like these three areas that come from the first, the more strategic part. That is why I am asking you first, as part of this more discourse around digital rights that put the stamp to then apply it at the level of the government, eh? So it is a second point that is more and my focus is on that as what elements of governance of the structure of public administration and collaboration with actors, basically of the rules that govern, allow or limit this introduction of a new strategy with a vision of digital rights. So that's kind of what I want to come up with. So, all of this serves as a context for me to understand, uh, to understand that a little bit. So, but first I wanted to ask you about this strategy that I had reviewed, but I didn't know if it applied to a more transversal logic. The artificial intelligence strategy. Um, uh, experience artificial intelligence for any algorithm not necessarily machine learning,

(00:17:26) - Former DR Lead Barcelona: Eh? Yes, yes, doctor algorithms. I mean, we say that any uh or any system however simple that infers that takes a dentition based on data with any kind of operation that has an effect on the citizenry or not. Well, I mean, we were more concerned about the ones that had an effect on the citizenry or that relate directly to the citizenry so this is not applied to them, it doesn't have to have machine learning. In fact, we have some systems that are very simple. And this comes a reflection that precisely a very simple system here in the Catalan prison system, simply then, system, this type of system was a statistical system that assigned a probability. That is, it had no automatic learning or anything. Well, it was a system that did not work well, not because it was dealing with very sensitive data of prisoners that received, uh, the possibility of releasing or not a person depending on several parameters among which there was sexual promiscuity, alcohol consumption. In other words, it was something quite, it was a bit like how it was the one that was used in prisons in the United States as well. Not that it was like, well, obviously, well, well, no more, eh,

(00:18:49) - Former DR Lead Barcelona: Exactly. Exactly. No. But that's why it was the example of a super basic and super simple system that in fact had been set up by the prison officials themselves in the government. Not regional government, but obviously it is generating a problem because it had an impact on fundamental rights, right? So we incorporated this, we lost it, no matter how simple the system is and it doesn't have machine learning, it doesn't matter. In other words, the important thing is the approach, the impact on rights.

(00:19:16) - Interviewer: Perfect. Super yeah. Because that I've also been trying to define it well in em in like the more, uh, literature review part, uh? So it's super clarifying that first, huh? So, to move on to this second section which is more of the governance, it's more, uh? First I would like to ask you about the enablers and I had already mentioned some elements because you mentioned, uh, as political support, uh, you also said that there is a whole community as different actors participate and there is a space for this to flourish, um, if you want to elaborate a little more on those two or others that you think are, uh, enablers for this strategy.

(00:20:07) - Former DR Lead Barcelona: Yes, I would say I would say the super important political support. So this has been seen as something that is necessary to have because it is a little bit linked to what I was saying but not, in this field, what is mandatory is data protection, right? Certain terms of transparency, some legal requirements with some kind of of automated administrative decisions, but more related to issues of fines and such but with other kind of algorithmic systems, it's like there's nothing established by law. So it has to be something that, uh, there's a political or top management mandate, not of wanting to do this and that this is important and that because, like, it's not like, it's

not like I wouldn't have to do it from people, a nice to have that not a not a you should I it. So, well, it's also a city bet, not for a certain model.

(00:21:01) - Former DR Lead Barcelona: On the one hand, I think this also has a lot to do with the relationship with the citizens, for example, in Amsterdam, the citizens are much more critical with institutions and they ask for much more accountability than here, for example, and for them, the issue of transparency is much more important for us, the issues of digital rights in general, no. And I always noticed that Amsterdam had the issue of transparency super important. They were working on a second version of the registry of algorithms. And here, for example, in digital issues in general, it was more important the issue of inclusion, because we do not have more inequality. And we were much more important that everyone could be represented in the decision making process on the issue of technology than on the issue of transparency. So, well, I think it is also important in the cultural context in which the government is, no?

(00:22:00) - Former DR Lead Barcelona: And what the citizens ask from the institutions not also in the Netherlands had in the case of the scandal of the Dutch government that had to settle en bloc, no. And I think that there is much more sensitivity to these issues or even the press is more sensitized, uh, with this, so, I think that is one thing that helps or that can curb, uh, what else the issue. I think that the culture and the type of culture, of transparency, of culture, of culture, of opening information that the city council itself has also helps, but above all, I think that it helps a lot, eh? But above all, I think it helps a lot, eh? the capacity building, not that the civil servants or top management, political managers themselves consider that this is important, that it has to be done and that there is a critical spirit to see what works and what does not, no, because this is the system of cancellations, eh, of Catalonia?

(00:22:54) - Former DR Lead Barcelona: Well, nobody had realized that, uh, there was something wrong with that. Not because, well, no, but in the end this is the same task that the inspectors were already doing, eh? And we have put it with a la la la now we do it as a statistical system. Well, there is nothing. I mean, as this critical spirit, I think it is also very important. And in this in in in tasks that are like more good, this does not profile more functional, digital, such sometimes it costs a little to find, at least here in Barcelona, Catalonia, Spain, eh, I think. Then it is also very important that, and this is as to learnings that I for that to be able to make as more structural as possible algorithmic governance and transparency, it is necessary to link with other processes that already work and that are already incorporated in as in the in the in the Daily fashioning of the city council.

(00:23:49) - Former DR Lead Barcelona: No? Uh, for example, one of the key issues for us, uh, was the procurement issue of incorporating by default procurement clauses in the tenders of algorithmic systems, uh? Because it was the way we had to interact with the private sector, right? And ask them for certain things. So this give me the code, let me do the code to do algorithmic audits.

(00:25:12) - Former DR Lead Barcelona: You have to take responsibility for not certain things of governing with the private sector. No? And I think that if you don't do this with a mechanism that already exists or that are the tenders and the clauses that already exist, it's very complicated, eh? Implementing, for example, the checks and balances, these prior to the contract, an algorithm, uh, neither a separate office nor anything else was created, but they were introduced as part of the normal areas of the IT department. No, I would surely say the other thing is because in Amsterdam they have an algorithm department and so on, we here, well, because of priority, priorities, budget and so on. So we cannot allow them, not where we have, well, an agent within the it department that carries out this type of consultancy, but as they advise on other IT issues we do not.

(00:25:52) - Interviewer: And in that, in that like coordination with other areas, I imagine that you have an area like of bidding and purchasing of everything that is like suppliers in general that not necessarily just your IT area,

(00:26:04) - Former DR Lead Barcelona: I mean, the ha issues are bought through the IT department, which is very good, because everything that has been related to algorithms goes through them. So, I haven't felt, it gives a little bit more protection and security, not because everything will go through them, they do have this sensitivity, if you want to say it, not like we are going to see what happens with this algorithm, eh, better eh, what else? But there

(00:26:) - Interviewer: And do you have coordination with other types of areas where control escapes and you need a coordination logic? Does that happen?

(00:27:02) - Former DR Lead Barcelona: There are governance mechanisms, I mean, I was just saying not the more informal mechanisms than me. I think those are the ones that work more to integrate it into the day to day. And then there are the official ones, there is a, a transversal table of artificial intelligence in which all the managers participate as well as the super directors of areas. Well, from police to mobility, uh, I don't know education. I mean, all the managers that may have something to do with artificial intelligence that at some point I that employment may not use an i system to make recommendations from to to to job applicants. Well everything, any area that may be related meet in at the moment, just met at the same time. But the idea is that it's a more periodic thing, not to share concerns, uh, to assess this is internal, okay, internal coordination.

(00:27:02) - Former DR Lead Barcelona: Then there is an advisory board that is external, they are academics, huh? They are only academics because we wanted to limit it, we wanted it to be a very expert thing that will help us to advise cases, something about specific algorithms, eh? And there are experts from the technical side, but also from the social, humanistic and legal side. So they, some in charge of analyzing the risk of algorithmic systems that are proposed not and do like this, uh, algorithmic impact assesment be then like an external council that issues an opinion, uh? And then we in the strategy, you see it when you review the document, but it was foreseen a city pact for digital rights which was like a governance body with civil society. Well, where developers, not companies, eh, journalists, where everyone could be there to have a broader debate.

(00:28:12) - Interviewer: Not perfect. But in fact, in fact I uh, like of course, how this easier part, the case building, but uh, the hardest part. And what I'm most interested in this are those things that you don't see like from the of the that are part of the governance also that that's like, sure, we call it more informal, but in the background that are part of the dynamics of like that are applied and usually are the most important for the success of the of the strategies like the, team and capacity and resources, uh? Suddenly, for example, and I was asking you about the political support, because sometimes you don't need so many resources, but the political support is more important because you can use the same tools that already exist within the city. Eh? So, well,

(00:28:59) - Former DR Lead Barcelona: Done this. Yes. If you can not put the but because I now work for him and for the government where not, but I ask you in confidence, no? Hey, last term, these issues were carried by the senior deputy who was super priority for her. She was already pushing it. Well, it was an issue. She knew about these issues. No, she participated in the Coalition, she had a very active relationship, eh? She came to the councils of these awakenings. And now as her road changed, eh? And she is in urban planning. And the person who is in charge of the digital part does not have that kind of sensitivity, no? So he's more focused on very connectivity, IT. He is more

focused on technology and business as a more entrepreneurial thing, right? So this impulse is why I was saying no, this citizen's pact has never been celebrated because the government changed and priorities were reordered. So, well, he is interested, but he has not returned. There are so many things, so many priorities he has not prioritized by priority ahead of everything. So, just to give you an example, it is very important that there are champions at the political level as well as at the technical level to promote the issue. That is to say, for me it is super fundamental. And Barcelona has been the case and in New York it also happened, that is, in New York with the administration before the current one, the site was by, was a super fan of digital rights who had a lot of speech. He was really a person who positioned himself not as a bunk on this issue. And then he changed the site now, well it's sir, I think he had been a police officer in and NYPD as a profile. Well more I don't know and he's dropped the issue now he's taking it to the chief privacy officer. And he's like, well, he's like a very technical person with little political leadership. So, well, it changes a lot, I mean, depending on the person who is in charge.

(00:31:05) - Interviewer: Well, of course in that, in that leadership also ties in the political cycles that inevitably have like that interaction.

(00:31:12) - Former DR Lead Barcelona: Mm-hmm,
(00:31:14) - Interviewer: Um, uh? And in terms of resources, mm-hmm, uh, well, in the end it's hard to kind of isolate these elements. But uh, specifically more for the strategy of these, of these issues of transparency and accountability in in in in algorithms. Do you think that resources are more of an enabling factor, that is, as it happens in Barcelona, where there were those resources or it was not so relevant because I don't know, other resources that were already in the city were at stake, or it could be a very, very necessary element for the implementation.
(00:31:51) - Former DR Lead Barcelona: I think so. I mean, I think that above all human resources are important, and the sensitivity of this, what they were saying at the end, this last commanding worked because there were people who promoted it and who were there, uh, working and that, well, no, and above all human resources, uh? I also believe that material resources are obviously necessary, eh? Yes, yes, yes, yes, in short it is an issue
(00:32:19) - Interviewer: Super, huh? And well, we start more from the, uh, from the enabling, uh, mixing like with a little bit of everything. But what would you say are like the uh, the elements that can limit this strategy so much in Barcelona? I know you also have this knowledge of the other cities. But what do you think that within this structure of governance is more, uh, concrete or formal or informal? Eh? They limit the implementation of transparency strategies
(00:32:50) - Former DR Lead Barcelona: Deta eh, I would say, eh, the fact that it will not be achieved as a necessary thing, not that it's like what I was saying as nice to have, this is a problem and that there is not as an obligation to, well not as it goes with the GDPR that because in the end, the European regulation has focused a lot on regulating in the market and regulating the product that goes out the market, not regulating as simple, implements a system no? So, uh, I think where the problems with algorithms come in is in this context, you apply it to what objective no? And this even if the system has what as a technician of the of the European Union, if you apply it to a purpose, which is not the not the not the necessary. Well, then I think it's like the lack of a framework or a guide from the European Union on how to implement systems in cities is a stopper.
(00:33:51) - Former DR Lead Barcelona: I think that also the cities that we have thought about in these classes are cities that we can afford, not smaller cities, uh, that don't have as many human resources, as much capacity. So obviously they are not going to dedicate themselves to this, right? So I think it can be a stopper. I also think that, uh, it is a very new field and not much had been done. I mean, we didn't know how to do a registry of

algorithms. It's not and it's been a little bit trial and error. And, uh, that is a good thing but, well, in the end it is to open a path in a field that you don't know very well what it is about... I don't think that not having the capabilities or having a staff that is not very well established in the technical aspects without seeing the social effects of this type of systems is also a stopper.
(00:34:41) - Former DR Lead Barcelona: So this is considered simply a technical problem, not a pure IT problem and not as an issue that has social implications that have effects on certain people. Well, it is an issue, I think another stopper is the issue of austerity or the issue that within the municipalities, for example, we do not develop software. I believe that this good and of and of the market that you, as city council 20, you cannot compete in a market of that every time they are not more technological big ones with the power concentrated in the brother of the few to arrive you need more data and more computational capacity to make this type of systems not? So it is very complicated from the public sector to make algorithms, eh? You can't buy them from the private sector. So, for me, this is the issue zo, eh, Amsterdam does it, but it is because they can afford it because they have made a bet and because they have contracted developers that only work for the city council, but we, for example, no, we do not have developed an algorithm and even less small cities do not. So, well, that is a stopper because it puts a layer of opacity, not because you are buying an algorithm to private that does not have to give information about the algorithm that well, an issue to deal with no, we do think it is interesting. We did a few months ago in a meeting with the private sector with we invited people from Microsoft Google technology consultancies for because we wanted to approve this these clauses. There are some standard clauses to start with. They started to work on this Amsterdam, not on requirements for the private sector, at the time of buying algorithms, and we explained to them that we do not want to implement what you are telling us and they themselves said that we want to collaborate. But for us it is impossible to do, that is, to give what kind of information because the data is not ours, we buy it. There is no supply chain. So it's like, I think that the global technology market is one of the stoppers, not like how all the technology development is working, I don't mean to say that the situation is impossible and that it can't be done. But well, in the context in which the public sector has internalized more and more, and we have remained as contract managers, well, it is going to take into account of course,
(00:37:00) - Interviewer: Sure and well they have been modified, going back to the initial point that since there is no regulation that forces the private ones to make it open, then the bidding becomes negotiation and it goes into a longer process until it becomes mandatory. I imagine that conversation was with the big guys. What smaller technology providers do you have that resistance with respect to sharing algorithms?
(00:37:55) - Former DR Lead Barcelona: No, not so much. I mean, it's true that no, this meeting was with the big ones because in the end and it's one of the issues, I mean, the public sector, the tenders that are presented are the big ones. Unfortunately, if you do not do otherwise, eh, but not the small ones and in fact they are the ones who are more predisposed. Although one of the criticisms of the AI Act has come from people who do, uh Open Source and such that no, that the oversight mechanisms are too many, like there's no confidence in the small developers, no? So, well, it's like, it's a very complex issue, but to be honest, we talk to the big ones, eh? Because in the end, well, who are the ones that bid for the tender?

(00:38:40) - Interviewer: No, no, no, no, yeah, because I think that, I mean, all of a sudden there's a difference between the bigger ones and the smaller ones, huh? But usually it's the bigger ones that generate more resistance in things like, I don't know, they say it has more then, well, uh, uh, super uh. And then I was going to ask, it was like a previous one in, this this this focus like of focusing on the technical. And it is not the part as social in the implication of technology in general, do you think there are causes from the structure of how they work in the IT areas in the cities?
(00:39:30) - Former DR Lead Barcelona: Absolutely. Yes. Well, in the end, for us IT is not like a vertical rather than it will be a more horizontal service, right? So the it within the city council is understood. It is a very traditional logic of, uh, digital programs, that is, as a service, IT is not like a department that provides service. So there is no dialogue about what objectives, what things we are going to share, how can we innovate? How can we have a more open dialogue? It's like, no, I ask you to make me a bigger system, whatever it is, and you bid it to me and that's it. You know, but there are no spaces for reflection. And it is also a matter of the areas themselves, not of, well, I don't know, of social services, not of well, there has to be a point of critical reflection, that is, the department there, which is like a service provider, eh? And in reality, well, what the IT department does, because as I said, they don't have a program or anything else, that is, they make contracts with the private sector. So they act as a mediator between the areas and the private sector to propose the digital solution that best fits, but, well, there is no critical reflection.
(00:40:47) - Interviewer: Not anymore. Yeah, in general, that happens like in all levels of public administration also that it's seen as it's declared as strategic, as a strategic area, but the operational always tends to be as a support area. And that kind of, uh, disconnection is very difficult to deal with, huh? Already super, huh? Yes, there we are like, I mean, that's like, like more the focus that I want to focus on like those elements that are so much linked to the strategy. And then the third part is already uh, or for me case building, what I want to do is develop, uh, in into, uh, more specific examples that kind of illustrate how that strategy is carried out, how it links to the with the with the more governance elements as well. So, uh, I, yeah Barcelona has the is in the in the Transparency Standard with the Eurocities like that is one of the examples that same as well. I couldn't find much practical, uh? Because that's just like a protocol for, uh, for how data is injected, right? I understand.
(00:42:03) - Former DR Lead Barcelona: Yeah. I mean, it's a standard of what kind of form you have to collect about an algorithm to make it transparent to make it not explain to the citizenry, so we did a little test with a couple of systems that we had of these pilots and we realized that it was more complicated than we thought, uh, to scratch that, that questioning well, that Excel at the end that you can download and we realized that no, that well if you don't incorporate it from the design of the algorithm itself, not this information requirement, huh? Then as ex post, it costs a lot more to have all that information. Not because the algorithm was made what training data has been used, eh? Like this monitor to the system. I mean, all this, uh, information, one of the reflections, I think, is that it would have to be incorporated from the beginning, not, you know, see that certain area is going to have to provide this information about an algorithmic system.
(00:43:11) - Interviewer: And uh, and in that how, well, in addition to that I'm already very much like specific protocol, uh? I was also mentioning that example of the data that they use in the prison. But is there any example of an initiative that has been registered in how, yes, and it is like,
(00:43:36) - Former DR Lead Barcelona: Yes, I mean, I'm telling you about a pilot that we did, uh, that incorporated privacy issues by default. And uh, well, using artificial intelligence and and and and here a little bit of reflection not that this was driven by a

person who is like very sensitized to the very innovative issue and who was very involved in digital rights issues, not so you can see that it's a little bit, uh, and for or it also exemplifies, I think the issue that it has to be very clear for what purpose we use a technology? Not only what kind of technology we use and the safeguards we put in place, well, not of priority, but what we use it for and in this case, we use, uh, some images, that is, a drone that was flying along the beaches of Barcelona, right? And it captured images. And then a software saw what it did was to anonymize, anonymize directly the image, it covered the faces of the people because it recognized no face patterns without doing facial recognition. No? But it saw where the person was and counted how many people were in that picture, right? And what we received was not the photo at all because this photo was destroyed. It was not the number of how many people were in that one at that moment on the beach, no. And for me it is an example of how to incorporate privacy by default, eh, to ask a private person to incorporate this, eh? And on the other hand, to apply a type of technology that can be kind of scary, not that there is a drone flying on the beach, but you are not applying it to beach management. And it was simply to, well, to be able to, uh, provide better services in the end if you see that there is a higher concentration of people, right? And to be able to manage better and have data for public management, no? So this is a case that happened before there was all this protocol, no, but for, for me, it exemplifies how it can be done well. No, no, this does not have to be horror stories when you talk about algorithms in the public sector, but well and that and a little bit what we wanted, this protocol was not to make structural what had happened because a lot of care had been taken. The project was an issue that was not taken care of because there was a person with sensitivity and all how to make it not structural to the whole city council, almost any area wanted to develop an algorithmic system.
(00:46:02) - Interviewer: Mm-hmm. And is that, uh, do they have as a record or this pilot as well as written as a case.
(00:46:10) - Former DR Lead Barcelona: Yeah, I'll get it for you, um, I have to have it. Yes, I'll get it for you and send it to you. Yes.
(00:46:21) - Interviewer: And if not, it would also be very helpful to me because I want to, like, uh, like for each, for each city say how these three levels, huh? So I don't know if that person that was telling me is that kind of pushed it, will it be possible. He is still working in the city and
(00:46:38) - Former DR Lead Barcelona: He is now on secondment at the European Commission. He is in it something for no Center for Algoritmic Transparency, which is this center that monitors algorithms. But well, I can, pass on his contact. Yeah, he's a very good friend of mine. So I'm sure he would be.
(00:46:58) - Interviewer: It would be ideal because if I can also give an example, I can also give an example, especially because part of my problematization is like, uh, well, and also what Barcelona mentions in the city is like this, this fear of surveillance, uh? And the only way to manage it basically is like being aware that it exists as a risk, but also managing it like with this with this logic.
(00:47:26) - Former DR Lead - Barcelona: I'll pass you also one the Atlas. You've seen, it's like, it's a website that we think is a repository of best practices from already and it was mapped well, you can see examples of cities all over the world.
(00:47:42) - Interviewer: With with with with that. Yeah, it's with that I started working on it in the selection of cities. So there's like there it's also like, it was a repository of initiative. I started, like, how to do, uh, how to count how many projects each one had that had an artificial intelligence strategy. Then also for the selection, uh? And there, actually, I don't know because I still don't remember. I have to review it again, but

Helsinki had it identified initially and then I left it out and it seems that they don't have, like, the Ethical AI strategy implemented.
(00:48:19) - Former DR Lead - Barcelona: I think they were on it. They started a lot with the data. I mean, they focused a lot on data and in fact they implemented a protocol in My Data was like data deprivation and giving citizens the ability to manage their own personal data and so on and now they are starting with artificial intelligence. I mean, it has started like not where you have to start actually which is the das. But yes, yes,
(00:48:45) - Interviewer: Great, huh? Yeah. And finally, like, uh, it wasn't better than I thought because I feel, I feel, I'm always short of time. And here we are just, huh? Ah, more so as a closing. My last questions are more in terms of like all learning the same me, you mentioned to me the beginning, huh? Like learning, like I already lost it. But jule that if, like this process had to be implemented again, what would it be? Like the uh, that I imagine that they still do it as being part of the coalition, huh? But what are those main ones like learning, how would they do it in a second time for other cities?
(00:49:32) - Former DR Lead - Barcelona: Mm, I think collaboration between cities is fundamental. And being in contact and getting feedback is fundamental. I think that one of the tasks that is pending for all cities is the issue of participation, how to make citizens participate both in the decision and in the design of technologies. I think that another pending task, which is very important, is to address the dialogue with the private sector and with the small developers, which is a little bit what you were saying, not that in the end we have a lot of internal governance, but who is manufacturing the technologies? And I think that this type of dialogue is very necessary, I think it is for others, you, I think that the important thing is to launch what already exists. That is, not to try to start from scratch, to invent the wheels, but there are already many exercises already done, not and how to take advantage of things that exist, not the standard, the algorithm registers not how to start from there, not that not wanting to start from scratch at the end, everybody is thinking about the same thing right now.
(00:50:39) - Former DR Lead - Barcelona: Now we don't start now and so on but how are we going to sit down and implement it, right? And as we do this, so we can collaborate as well. And yes, and the civil capacity, I think it is also like a competition and the big pending issue, not like how to train more in general, how to train officials and other managers in technology issues because in the end, as these issues come, not with the big media debates, not the issue, eh, fake news, eh? We have to have computers or cell phones in children's schools. If not, but we are not sitting on the important issues that is how these technologies are related to human rights and everything. So I do see it as a very superficial debate, but we are not tempting ourselves in a critical discourse and we do not have competences and capacities related to this kind of technologies. So I would say this, yes,
(00:51:34) - Interviewer: Uh, and something that I actually left, uh, like because in this as an area, uh, you talk about Algorithmic Transparency, but also accountability. So, when you talk to me there about this, this participation, uh, do you think it's a little bit behind, uh? As if there is a greater concern in making the forms and algorithms transparent, uh, but not in the participation of the citizens in how they can give feedback on the matter.
(00:52:03) - Former DR Lead - Barcelona: Total. Yes, also because I don't think I hadn't understood like the usefulness and like beyond, that it's something like nobody to have, nobody like understood why we have to make a participatory process or open not this kind of decisions to the citizenship. Because if in the end it is a technical issue, we already solved it, not with the department of Haiti and that's it. No, no, well, it is a social issue. There is, in other words, it is necessary to highlight the fact that it is not a social issue and that these are technologies that can reproduce injustices, but no, but this is not, we have

not yet reached that point. And when I was talking about it here I was also saying, but why do we have to make a participation process if it is money, no. So this is the pending task
(00:52:51) - Interviewer: Super. And in that also believe that there are some like, like belief behind that I don't know the citizenship, not that that they are not experts. So because they're not experts, they can't,
(00:53:01) - Former DR Lead - Barcelona: Eh, Total
(00:53:04) - Former DR Lead - Barcelona: Yes. This is a topic that I think that in general I went through the participation in any topic, uh, I mean, now from urbanism, I'm seeing it. In other words, in the end, and this is also a criticism, it is the participation that always involves the same people. It is always the same people mobilized. In the end, they are interest groups, right? That is to say, no matter how much the usual people participate, those who have time, those who can do it, not then a process of participation or liberation, well done, not as Scotland did with the issue of Artificial Intelligence or as in other cases, we do it here. We have not done it with the climate issue. We have not made a citizen assembly of the climate. Because they are citizens chosen at random, no, this type of deliberative and participatory processes work and work much better. Well, maybe not something more of that kind because normally we understand participation as, well, to hold a meeting and let whoever wants to come. And obviously, only the activist on duty or the businessman or the cop or the journalist who is very involved in the issue will come. I don't think it's interesting.
(00:54:08) - Interviewer: Right. And that kind of intersects a little bit with uh, with what you were saying initially, which is that, uh, if it's that part of it is a process and then it stays there. And there is no action to look for a more general citizen, eh? It is as if it only goes back to the same groups that are there, so it is also linked to having a long-term strategy and support for the resources to be provided. I thank you 1,000,000
(00:54:42) - Former DR Lead - Barcelona: To you. Well, it's going very well. I am very interested in this conversation. So many
(00:54:48) - Interviewer: And I'll probably still write you again with some questions already so because also, as in general it's going to be brought, I mean, my idea is to keep my initial proposal, but I always kind of change some things in the process. So, if I can write to you or for any other shorter call, I would also be infinitely grateful, if possible.
(00:55:10) - Former DR Lead - Barcelona: I say the links to those things and my partner's contact and a tirato. Ok, that
(00:55:17) - Interviewer: Ok
(00:55:17) - Former DR Lead - Barcelona: Super
(00:55:18) - Interviewer: Thank you, Paula. I really appreciate it.
(00:55:22) - Former DR Lead - Barcelona: Likewise
(00:55:25) - Interviewer: Be well.

V. Transcript Interview - Conjunct interview with the Algorithmic Team of Amsterdam - Original version (English)

Interviwees: Algorithmic Team of the City of Amsterdam;
Date: May 21th, 2024
Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as; Amsterdam Policy Officer A; Amsterdam Policy Officer B and Amsterdam Policy Officer C. and in the references for this interview as ***Algorithmic Team***.
Language: English (Original)

(00:00:07) - Interviewer: OK, there you go. OK, so I'm I'm just gonna start with like a little summary of my research. I'm doing a masters in public innovation and E governance. It's an Erasmus Mundus programme, so I've been I was in Belgium, in Germany and in Estonia and the semester is for my thesis. I started my first, point of interest was in digital rights regarding the City's c´Coalition for Digital Rights, and from there I started looking into different like the different areas and I found this study that said that transparency and accountability was the least developed element around cities of the coalition. And then I started selecting cities that were more advanced, so I wanted to have, like, kind of a benchmark, which in this case Amsterdam is a very highlighted city in this in this area, especially because of the register. And and yes, so my my focus is mostly in understanding, like having a first initial context which is it has like 3 elements. First of all, the policy part. So it's how this interest on digital rights it's introduced then the governance, so like the structure of the city. From the rules or the institutionality around this strategy and then, hat technology's in itself and for technologies, I don't mean technologies broadly, but like the actual tools that are used to implement. This, which is kind of correlated to one framework that it's also part of the of the city's coalition or the UN habitat document. So yeah, and from there I'm like already this is my last interview and my interest is going a bit deeper, especially because you are the the more technical, like experts on the tools and governance part. So yeah, to start, I would like to ask you first for your names and your roles. And then also like if someone can give a description of the role of your team inside the city.
(00:02:30) - Amsterdam Policy Officer A: Yeah. Well, should I start?, I am (Officer A) and I'm part of the Algorithm Team. I think now for three or four, I don't know, three years, something like that longer, right. Yeah. Together with (Officer B). We were there from the start when the algorithm team was.
(00:02:40) - Amsterdam Policy Officer B: No longer. This longer? Yeah.
(00:02:51) - Amsterdam Policy Officer A: Yeah, was found. And and together we created some instruments like the algorithm register and. Yeah, actually, we don't have like different roles in the team. I think we're doing all together the yeah, we're taking every step I think together because it's very important to have that. Everybody has knowledge about the same thing. So if one is on vacation or something, then the other knows what's going on. So. Yeah, that's who we are a bit. Yeah, (Officer B), I don't know if you'd like to introduce yourself.
(00:03:36) - Amsterdam Policy Officer B: Yeah, I'm (Officer B). So we launched the register in 2000, 2019. So I guess that's more than three, four years ago and as a whole, I think we all are policy advisors on algorithms and AI. And what was your third question again?

(00:03:59) - Interviewer: I didn't just like your roles and the role of the team, yeah.
(00:03:59) - Amsterdam Policy Officer B: 'Cause you see the role and and the role of the team, right? Yeah. Well, there is no other team that does so. As a team we we developed the policy instruments, but we also. Make the algorithms transparent in the register, so we we don't have that like cuts yet. So especially in the beginning we did all those aspects. So yeah. I don't know if that answers your question.
(00:04:37) - Interviewer: It does. It does look for you, yeah.
(00:04:40) - Amsterdam Policy Officer B: OK.
(00:04:40) - Amsterdam Policy Officer A: Yeah, from the start, we have several instruments like the contractual clauses like the algorithm register and we really just focus on, yeah, on those instruments, that's what we do from the start. So for example, the algorithm register, how do we find the algorithms within the organisation? How are we getting the algorithm through all those checks like a private check, an ethical check, communication check, et cetera. And how do we get it in the? How do we get the algorithm in the register and publish it? So that's basically our role.
(00:05:17) - Interviewer: And how can I ask you how? How was? How was like the story of of the area and then how it translated in this policy tools like, did you guy into something that was already in place? Or you just started it when you arrive.
(00:05:35) - Amsterdam Policy Officer A: Yeah. No. Well, yeah. Yeah. That's a GDPR register. Of course. That was, I think, the 1st. I think then it started and then we had like a scandal in the Netherlands. I don't if you heard like, the better. Is it the benefits scandal? How how do we use it? Yeah. So after that, those two combines are we already have a GDPR register? And how can we prevent to not have a scandal like that within the municipality? That's how it rolled. That's how we came with the idea to have an algorithm register to be open and transparent for the citizens so they know how we get. How we get to an advice? Which concerns them, and how do we give answers to the citizens, for example, with parking tickets? You know, how how do we calculate the tickets fine, for example, all those processes we want to have it open for the citizen so they so they know how we, yeah, how we how we how the toe process goes. And also. It was an extra check for us within the cities within an organisation like what kind of algorithms do we have? Which can be dangerous is it? Is it really? Is it well covered, you know, like. With a privacy base and ethical based but also, is there a chance on discrimination for example or those kinds of things. So it was, we wanted to cover two things be transparent to the citizens but also. Yeah, it was an extra check to see what do we have within the in the municipality and how can we. How can we prevent something like that?
(00:07:34) - Interviewer: Mm hmm. And would you? My other question is how? How does it work? Like what is the process for you to select for example one area or where service one service of the city that should be part and like do you go directly to the team and say like hey we we think that you might have you might use some sort of algorithm that we need to put here or is it the other way around?
(00:07:59) - Amsterdam Policy Officer B: Yeah. Well, we have a list in which we collect all the possible algorithms, and we do that based on the knowledge that we have of the city. So we we think and we know like people working on certain projects. In which we assume there should be an algorithm involved in the process and we start with the with the high risk algorithms so. So as an example like the the department that does the benefits, for instance, that's where we start because we assume that. Most high risk is there, you know. And then we just talk with the teams and explain the process and and and we'll kind of checkes and balances. The team needs to. Do in order to be compliant also.
(00:08:47) - Interviewer: OK.

(00:08:47) - Amsterdam Policy Officer B: Yeah.
(00:08:48) - Interviewer: And how is the part for towards the citizenship? Do citizens or have you had any sort of? Data on that input or like how people perceive it or how they use it.
(00:09:00) - Amsterdam Policy Officer B: Yeah, well, we have data on how many times the site is visited and we also organise like algorithm, weeks and and. Verifi panels. How do you say that in English?
(00:09:16) - Amsterdam Policy Officer A: Yeah.
(00:09:18) - Amsterdam Policy Officer B: It's.
(00:09:18) - Amsterdam Policy Officer A: No. Well, I think from the from the start where we developed a register we had like citizen workshops kind of where we asked the citizens if the website was accessible, if there had any advice for us to make it more easier and also algorithm processes are really technical. So we always try to translate it in normal language so. So we had AI think a couple of sessions with citizens to see if it's clear for them and if they miss something or if they have advice for us. And that's what we still do. I think once a year or once a half a year, it depends. We organise a citizen session, then we try to invite as much different people to the meeting so, we can have their feedback and also on the website they have the opportunity to send us a question. So if there is a specific question about a process or about the website or something like that, we always answer them. If it's specific about a process, we directly go to the product owners of the algorithm so they can can give a clear. Answer about the process. So that's what we do. And also we have algorithmics. Yeah. That's how we try to evolve the citizens as well.
(00:10:50) - Interviewer: Mm hmm. Awesome. I'm going more to like a broader view of of transparency and. And in algorithms, or of course, it's still in the city. My actual my research question is really focused on what elements are our enablers or barriers for implementing, for example, the the register. So on your view, what would you say and we can start for example with the sometimes the barriers are easier to identify and then we can go to enablers. I've been like looking in from the other interviews and also like the. Literature review. There's elements on, for example, how. How can you work with the providers? Because some algorithms are not possible to obtain from them. I know you do have like this public procurement standards that help in that but overall like where would you be those elements that are part of like the public sector and local public sector structure that work as barriers for implementing transparency and accountability mechanisms and algorithms.
(00:12:11) - Amsterdam Policy Officer A: Mm.
(00:12:13) - Interviewer: Sorry, that was a long question.
(00:12:16) - Amsterdam Policy Officer B: Yeah, I'm thinking.
(00:12:23) - Amsterdam Policy Officer A: But do you mean with external? Parties or in general?
(00:12:29) - Interviewer: Both both. It could be I actually have a list of possible things that have been coming up from the literature review. There's like sometimes internal resistance from other areas of the of the of the municipality. It could be a capability thing also. Whatever and like also from outside. A citizen's perspective, like sometimes like there was someone mentioning that like there was not enough citizen push or. Yeah. Demand for these things to happen. So it's kind of weird because you would imagine that being an enabler, but in this case it's actually like it doesn't push for more. So just things like that, it can come from inside or from outside.
(00:13:12) - Amsterdam Policy Officer A: Mm hmm, I think in in within the municipality at the beginning it was a really yeah, people didn't really heard about the algorithm transparency and the register. So at first it was. It took a time to understand the necessity

of the algorithm, register. So in the beginning it was a challenge for us to give presentations within the municipality, give like, knowledge sessions about the algorithms and the register so it will be a bit more understandable for colleagues why we had to do this. So at the beginning there was a lot of resistance because it's it's yeah, to publish an algorithm it. Yeah, a few hours of course. To. To fill the form that we publish in the register so that was one thing, the capacity, so that that, yeah, people didn't have a lot of time at the beginning still sometimes they are circling it, doing their own job and helping with the register. So that's that's a strong goal. Another struggle is. In the beginning, people were afraid of the word algorithm. You already notice that if when you had a session. Where we were like I we think you're using an algorithm. There were really like because of the scandal, people were really afraid of the world algorithm. So that was also something we had to. Yeah, there was also struggle we had. And also it's a public thing. So everything the municipality does goes. Yeah, online. So if there's something wrong, there can't be a lot of negative publicity, of course. So that was also, I think, people colleagues were afraid of. And I think it's slowly changing, but that that will that those were really a few struggles we had at the beginning.
(00:15:32) - Amsterdam Policy Officer B: Again to add to that, there's also a lot of discussion about definition. So what is an algorithm and when do you put it in there and the register?
(00:15:40) - Amsterdam Policy Officer A: Yeah.
(00:15:45) - Amsterdam Policy Officer B: Usually people are not aware that they're using algorithms in their work, you know, so it's usually also a discussion about definition. And I think when. Like the higher government, like the the when they introduce their algorithm register then then it's slowly started to drop down in a way and and people realise that, OK, we have to do this. So it's like national policy to to be transparent about it so that it made our work a little bit easier in a way.
(00:16:17) - Interviewer: Mm hmm, there could be an enabler then, like having from from the national section. OK, awesome.
(00:16:18) - Amsterdam Policy Officer B: Yeah. Yeah. Yeah, definitely, yeah.
(00:16:23) - Amsterdam Policy Officer A: Definitely. And also we still have the discussion about the impact because for us a high risk algorithm isn't just an yeah, sometimes you have like a really basic algorithm, which the algorithm itself isn't that exciting. It's not that. Like a big of a thing, but the consequences and the impact on the citizens can be huge. It can be a really simple algorithm, but it can determine if you're getting a benefit or not, for example. So the algorithm itself is, it's not that exciting, but the impact is really high. It's really big. So that's also a discussion we have because we as a team really believe that the impact is also a really something you should consider. Taking consideration when you're deciding if it's if it's in high impact or low impacts algorithm. So that's also a discussion within the municipality, wherever they really they something I said we have a really simple algorithm, it's a low risk because the algorithm itself doesn't do anything. It doesn't have any, for example personal data or something. But still the impact can be really high. So that's also really big discussion like how do you. Define that. With them then, is it still a high risk or low risk and? So that's also something something we always. Are discussing about.
(00:17:57) - Interviewer: And in that sense, how is the regulation? 'Cause I'm thinking for example, the AI act on the EU that also defines this like higher or or low risk. Elements does. Does it help to have? Especially because it's approved just now? Like does it help to have a background like a more normative background? Into this? like does it create more interest or does it have a direct effect?

(00:18:28) - Amsterdam Policy Officer A: Well before the AI Act we already developed ourselves on a risk analysis model that's one of our instruments. So. It's covered two things like do do I use an algorithm or not? So yeah, there's several questions and then. The model gave you an answer like you were using an algorithm or you don't use an algorithm and the second part of the model was how high of a risk is the algorithm, so we already. Add something like that, but the AI access is here now, so we try to make a new risk analysis model based on the AI Act and it's still in progress. So we we are now. So we I think we use it on one team I think. And took their feedback. And so it's not clear if it's fully going to help the AI to have less discussion. I think it's still will. I don't know if it will really help because you still have the definition discussion you still have. Room to interpretate the. The law, also in in your own way, so I don't know. We're gonna see if it's going to help or not.
(00:19:53) - Interviewer: Then going going back to like what I mentioned initially on like how? Like there is this opacity on algorithms that comes also from providers sometimes. Is that have you found in some of of the algorithms used by the city that that is the case? that the problem is because that you cannot get into the initial model that was used because it's externalised?
(00:20:25) - Amsterdam Policy Officer A: Well, we have to contractual clauses. So if we buy an algorithm. Which involves an external party. Then they really have to. Be transparent about how what kind of datasets they're using, for example. So in that way we're trying to. Still be transparent and we force the third party to also be transparent about their stuff. But the difficult part is how can you control how can you be 100% sure that? That there are transparent about their data sets for example, and how they collect it. Yeah, that's that. That's a yeah. You have the contractual clauses, but is a third party really transparent?
(00:21:17) - Amsterdam Policy Officer B: Yeah.
(00:21:18) - Amsterdam Policy Officer A: I think, yeah.
(00:21:20) - Amsterdam Policy Officer B: And also we have. Because when we launch the register, there were of course many contracts already in existence before we had the.
(00:21:34) - Interviewer: Oh, I cannot hear (Officer 2) anymore.
(00:21:36) - Amsterdam Policy Officer A: Yeah, me neither. Oh, usually good.
(00:21:41) - Interviewer: I think the last thing we heard was when you have the contracts from before the algorithm was introduced.
(00:21:48) - Amsterdam Policy Officer B: Yeah. Oh, yeah. Yeah, so. So that's the difficult part because we do have to look in those old school contracts and and break them open, maybe Even so that's also a process that's going on now. Looking into those old contracts and and and seeing, you know what has been made in the agreements, if it's still like relevant for today. So yeah, that's also another process we're in right now. Yeah.
(00:22:24) - Interviewer: And the fact that you have 'cause, I know Amsterdam is also known for having its own developing team. For some some things that most of the cities don't have. So I guess that also creates that a lot of other like other cities tend to depend on other service providers or technology providers. Do you think that it becomes then an enabler?
(00:22:33) - Amsterdam Policy Officer B: Yeah. Yeah. Yeah, it makes it a lot of a lot easier if you develop in house because then the teams needs to need to comply on the on the. Umm. On the process that we're setting about algorithms, uh, so that that makes it a lot easier, yeah.
(00:23:11) - Amsterdam Policy Officer A: Yeah, if it's a project that that starts new then then you can be by design like you can. Use all of the elements like the privacy elements

at Co elements from the start so. It's much easier than you can be compliant at the very beginning.
(00:23:36) - Interviewer: OK. Yeah, makes sense. The other the other element I wanted to ask you was about how political support, sometimes from like leaders or like from? Yeah, like consoles, sometimes it really effects on on like their success of the introduction of policies. So do you think? There, there, there was a relevant support from a political perspective into these things to happen. In.
(00:24:08) - Amsterdam Policy Officer B: Yeah, I think in we have a more like activist political like setting. So it makes it makes it also. So the support is there, yeah, they're really on top of it to have like transparency and ethical algorithms, yeah.
(00:24:26) - Interviewer: Can I? Can I ask you what does it mean? Like an an activist and like activist political background?
(00:24:34) - Amsterdam Policy Officer B: Yeah, how can I explain it? Well, the the political leaders in Amsterdam are are very much aware that that the algorithms that we use have to be transparent. So they really push for the algorithms and and. And backing the team in a way. So that the the organisation needs to be compliant.
(00:25:00) - Interviewer: That's great. And and from. A Civic Society or citizenship. How do you see that also being? A push for these things or like maybe how like those areas outside government, but then? Yeah, influence. Basically the introduction of this policy.
(00:25:28) - Amsterdam Policy Officer B: No. You mean the political leaders or or?
(00:25:33) - Interviewer: No, no, no. It's it's like for example like if you have a strong academic world that really supports this work or that or or or like even activists from outside.
(00:25:47) - Amsterdam Policy Officer B: Mm hmm.
(00:25:48) - Interviewer: Too that are, like, really pushing into these things to be introduced in some parts because, you know, mum and Dad was also researching in in Barcelona and in there they told me that there was like a big like. Groups around technology that really supported these things to happen, so that was also like a good. Push into into this policies because he was like, well, well seen. So then I created like more of an incentive to. Does that happen in Amsterdam? Do they? Do you have like support from like academia or Civic Society, NGOs, foundations, et cetera?
(00:26:26) - Amsterdam Policy Officer B: Yeah. Yeah. Well, even in our process, we have like a external peer reviewer from the old school, from Amsterdam. So we're more in the academic world and they are also like looking into the text and giving advice. And feedback, which we also give to the teams. So it's it's been in our process.
(00:26:49) - Amsterdam Policy Officer A: Yeah.
(00:26:54) - Amsterdam Policy Officer B: To have this work perspective.
(00:26:54) - Amsterdam Policy Officer A: Yeah. So it's an ethical external peer reviewer. We didn't want somebody in the middle of the municipality who looked at the published process. If it's ethical, OK or not. So we really go to an external peer reviewer and it's from the University of Amsterdam. I think, right? Is that how you? Yeah. So that's how we try to incorporate, incorporated the academic world in our process. But also I think our movement with.
(00:27:20) - Amsterdam Policy Officer B: Yeah.
(00:27:34) - Amsterdam Policy Officer A: Starting the administer game, I think at the same time with the whole movement in the country and the academic world, and I think. It's really helped to. Helped us that. For managers and stuff to see that like the other parts in the in the Netherlands, for example, the universities that they're also like thinking about the algorithm register and how to be transparent and. That that gave a little extra push, yes.

(00:28:08) - Interviewer: Perfect. The other, yeah, the other element was also we talked about it briefly before, but it was like more the the internal capability. So you mentioned that you had to push a little bit to people to understand what algorithms were. But do you think in general like there is a good level now like that is more balanced as it is more knowledge about it inside the city?
(00:28:39) - Amsterdam Policy Officer B: Well, much more than in 2019. Yeah, definitely. But we're still not there, of course. I mean, we're now also starting the process in which we're. Doing some campaigns in in educational, in the educational. So making movies and films about how to explain the process and also. So it's not that everybody is aware and still but still but but? It's a whole lot more than before. Yeah. Yeah, definitely.
(00:29:10) - Amsterdam Policy Officer A: Yeah. I think at the beginning we were really hunting the teams. And making own appointments and really like to stalk them a bit. To make sure that they see the importance of the register. But now we also have a lot of product owners who may who come to us to say, hey I I'm using an algorithm. What should I do? What what is the process? What are the steps? So that's a big change and what (Officer 2) saying. We're we're still doing like these. Umm. Yeah, but this wording with this (word in Dutch)
(00:29:49) - Amsterdam Policy Officer B: Their conscious consciousness.
(00:29:51) - Amsterdam Policy Officer A: Yeah, consciousness campaigns within the municipality where we, we're now making a film where they're explaining what an algorithm is and what a register is and what the process is. But also (Amsterdam Policy Officer A) was working on serious gaming. It's a fun way to. It's a game. And we developed it and it's it's it's it's to introduce algorithms and the register in a fun way. For the colleagues and. It leads to a discussion and then you. Yeah. And that's so that's another thing we we did to to increase the consciousness about the topic.
(00:30:35) - Interviewer: Oh, it's cool, is it? Is it only for internal? So like for for public servants?
(00:30:40) - Amsterdam Policy Officer A: For now, yes, I think the movie maybe also will be external. The serious gaming part is internal, but if it's a really big hit then of course we can also use it. External but.
(00:30:57) - Interviewer: Well, I hope it is. It sounds it sounds really fun.
(00:30:58) - Amsterdam Policy Officer A: Yeah.
(00:31:02) - Interviewer: Yes, I have my own my like already the list that I had like just to push some. But if you have any, do you have any other element that you could see as this barrier for algorithmic transparency or enabler that you would like to add?
(00:31:35) - Amsterdam Policy Officer B: But I think we mentioned the most important ones, but I think now because we announced them, started it, I think now we're more like moving into more like an ecosystem that we're working together with national, but also more local smaller cities. So, so the corporation. Gets a bit more solid, so everybody's working now on on algorithm register and everybody's like asking like, how did you do it? And then we're more, it's more like it's starting to become more like an ecosystem. So it's not us. You know, thinking how it should be, it's it's more like it's bigger now. So that's I think that's in a way. A positive thing.
(00:32:24) - Interviewer: Yeah, I was. I was actually talking with someone that is in charge from, like, the different cities in Catalunya, in Spain and they were mentioning how having examples like Amsterdam is like very positive for them. But like it's on it's it's kind of weird to ask yourselves like it's it's not for yourself like a positive impact because you're the ones that pushing it. But I guess also learning from experiences from other cities like for example, do you have?
(00:32:49) - Amsterdam Policy Officer B: Yeah.

(00:32:53) - Interviewer: Like a learning sharing with Helsinki that is also very. Forward in this.
(00:33:01) - Amsterdam Policy Officer B: We do, we have like. Sponsoring from the EU, in which we collaborate with Helsinki also. And that's also with different cities in different.
(00:33:14) - Interviewer: In your cities.
(00:33:15) - Amsterdam Policy Officer B: Yeah, it's. It's from the European Union. Project so we all have our own project, but we also. Have this bigger cooperation with each other, so that's that's pretty nice. And also our platform. Is from Helsinki is from a party from Helsinki, so. So that's also a good corporation.
(00:33:42) - Interviewer: Mm hmm, how? How has been with this provider? Do I think it's like the company side of it? No.
(00:33:43) - Amsterdam Policy Officer B: Yeah. Side O yes, side OD. Yeah. Yeah. So when we started with Saidot, there were also really small. So it's also nice to see how they are getting bigger in, in, in, in this area. But yeah, we've been working together since the beginning. Yeah.
(00:34:04) - Interviewer: Very cool. Do you think by any chance there is someone from the company to ask some questions like very specific. But would that be possible if you could, if you could connect me? I really really appreciate that.
(00:34:14) - Amsterdam Policy Officer B: Yeah, yeah. Yes, we have. Yeah, sure. Yeah, no problem.
(00:34:21) - Interviewer: OK. Thank you. OK, so the for this section. I don't know what 10 minutes we we have like 7 more minutes. So I have other things that are very specific to the register. Like for example I can. I can imagine that it depends like in terms of like the governance of the register in itself it depends on on your area, right? Jizy algorithmic team.
(00:34:45) - Amsterdam Policy Officer B: Mm hmm.
(00:34:48) - Interviewer: Then yeah, we talk about the provider, what are like, do you have some set of like specific rules that apply to the like any like more formal document that applies to the register or it's more like? A service that it's odd, like internally regulated.
(00:35:08) - Amsterdam Policy Officer B: What do you mean with formal documents?
(00:35:11) - Interviewer: So like I could imagine that like as it as it has become something to expand in the city. Sometimes in order to enforce it, it could have been an internal I'm I'm liking the word in English. I have it in Spanish but like it's a very like a document that says like OK now most important services or like the algorithms that are high risk have to go through this. But like an internal.
(00:35:24) - Amsterdam Policy Officer B: Yeah. But we we have like Roadmaps and and. You know, documents that explain how what the process is, what kind of steps you need to take and and we also have a visualisation of the governance which makes it's like an algorithm life cycle.
(00:35:44) - Interviewer: Mm.
(00:35:56) - Amsterdam Policy Officer B: Visual in which also the steps are a bit explained but more on a higher level in a way.
(00:36:02) - Interviewer: Could, could I ask you for that 'cause I I don't think I I found that one. Is it shareable?
(00:36:07) - Amsterdam Policy Officer B: Hello. I think so. I think so.
(00:36:13) - Amsterdam Policy Officer A: Oh.
(00:36:14) - Amsterdam Policy Officer B: I'm not sure, but we'll check.
(00:36:14) - Amsterdam Policy Officer A: We will. We will, you can ask.

(00:36:16) - Interviewer: Thank you. Thank you.
(00:36:17) - Amsterdam Policy Officer B: Yeah.
(00:36:18) - Amsterdam Policy Officer A: Yeah, it's an, it's an, it's it's not. It's an internal document, but we can ask if we can share it.
(00:36:23) - Interviewer: If it's possible, it would be great.
(00:36:25) - Amsterdam Policy Officer B: Yeah. Yeah. So we do have like documents in which we share it with things so that they know what the steps they need to follow. So they don't always have to meet us to explain in a way…
(00:36:41) - Interviewer: And then. And in in the how do you how do you measure or have you have any? Sort of, because it's not that long that it has been so it's not enough to make impact, but do you have any results measurement or? Like some way to to evaluate the the use of the of the algorithmic register.
(00:37:07) - Amsterdam Policy Officer B: Uh well, the 1st result measurements was when the higher government implemented its own register as an example to Amsterdam in a way. So that was that. We knew that we're doing the right thing in a way. But we measure it also by like quantitative, like how many algorithms are registered and then and then in order of high risk and then to low in the way.
(00:37:48) - Interviewer: I mean, I'm. I'm sure you're doing the right thing. 'cause. Everyone's following you. But it's it was just because that I've been seeing you also. Like in, in, in this area, not many mechanisms to measure actually or even literature says that transparency is really hard to to measure on its results and.
(00:37:59) - Amsterdam Policy Officer B: No it. It is. It is because now we're, like, make it making it public on the website, which is really static in a way. So we're also looking into that like how can we make it less static, like maybe more in a app or in which all those ethical cheques are already in place. Instead of just some text on the website, because that's basically what it is, you know. So how do you measure that? You're doing the right thing, so. But yeah, we're also thinking about how to make it less static in that way, yeah.
(00:38:37) - Interviewer: OK. And in general, how has been the the the input from your colleagues from different areas of the city like have have you had like some for some people like still it's hard to process or or are most already into the the vote of of it?
(00:38:56) - Amsterdam Policy Officer B: Well, the the reactions are are mixed. So some teams are are really. Enthusiastic about it and other teams a bit less. Just depends in which area they operate, I think. And how much they know about the subject? Maybe also, but it also it does take a lot of time from the team, so that's that's that. That's always a thing. You know, it's also extra work to the work that they already need to be doing so. So yeah, it's mixed mixed mix reviews.
(00:39:34) - Interviewer: OK, I think these are actually all all my questions. I would only ask you if you have anything to add to think that you think would be relevant for. Alright, I'm looking for it.
(00:40:00) - Amsterdam Policy Officer A: I cannot think of something that we didn't discuss.
(00:40:06) - Interviewer: Perfect, then. Yeah, well, if if anything comes up later, I'm more than than open to receive it, I'm able to like fool into results part. So I will be super happy to have it. And then yeah, also the contact with with someone from Sider and Emmy and document that you could share. I would super really appreciate it.
(00:40:07) - Amsterdam Policy Officer A: No. Yeah.
(00:40:25) - Amsterdam Policy Officer B: Yes, yes.

(00:40:27) - Interviewer: Thank you again for your time. I know, I know. We have to like it took a little bit, but I really appreciate it. I hope you feel better. I didn't ask if you're you're well again.
(00:40:29) - Amsterdam Policy Officer B: OK.
(00:40:35) - Amsterdam Policy Officer A: You're welcome. Yeah, just my throat hurts a bit, but I'm I'm better now.
(00:40:42) - Interviewer: Glad.
(00:40:43) - Amsterdam Policy Officer B: Yeah, I think I have her pulled now, so.
(00:40:47) - Interviewer: Oh, hope you feel better soon. I feel. I really want to hear you. Please.
(00:40:49) - Amsterdam Policy Officer B: Yeah, it will be fine.
(00:40:52) - Interviewer: That's why a great rest of the week and I'll talk to you soon.
(00:40:56) - Amsterdam Policy Officer B: Yes. Bye bye.
(00:40:56) - Amsterdam Policy Officer A: You too. Bye.
(00:40:57) - Interviewer: Bye bye.

VI. Transcript Interview - Algorithmic Register Software Provider Executive - Original version (English)

Name: Interview with the Amsterdam Algorithmic Register Software Provider Executive;
Date: May 27th, 2024
Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as; ***Software Provider***.
Language: English (Original)

(00:00:04) - Interviewer: There it is.
(00:00:08) - Interviewer: So first can I ask you to have a little introduction of yourself, your role and your link with Amsterdam?
(00:00:20) - Software Provider: Yeah. So my name's I'm CEO and founder of Saidot. We are a Finland based company focusing on AI governance. We are building and providing. A governance SAAS software for companies and government organizations helping them to implement systematic AI governance in their AI portfolios and yeah we've been working with Amsterdam for years already. I think we started, I need to check this what's in 2019 or 20 when we did the started to collaborate on AI transparency and came up with the concept of public AI register and launch the the the registers with Amsterdam and Helsinki and yeah at the moment we are yeah still operating and and yeah operating there are public register providing our platform for for them to govern AI systems and then publish those through the register.
(00:01:28) - Interviewer: Great. So umm to go a bit deeper into the the initial part of like how it was constructed this collaboration?Was it more of a a proposal that came from you as a company to one of the cities or like they come came to you looking for something in a specific I'm trying to build the the kind of policy part. So before actually something is implemented and so yeah I wanted to get that.
(00:01:55) - Software Provider: No.Yeah yeah. So I guess this this was a situation that.On both of our ends we have been looking into AI transparency as a topic we had started aside out to build a metadata model for transparency. So defining what is the metadata what is the content of the things that should be made transparent in the context of especially public sector organizations or that's where I think what was what was the focus of of our collaboration with but we weren't developing that for generally like you know any types of organizations or so also looking into into private sector operators in in that area and and then Amsterdam had looked into ethical AI as a topic and and has started to to yeah get involved in that. Figure out what it means for them. So we came together then to yeah. Figure it out. Figure that we have an idea.And I'm going to work on the AI transparency area and Amsterdam has a need to and unwillingness to to make their AI portfolio transparent for their users. So. So yeah we started to collaborate on that one. So it definitely wasn't a set up where Amsterdam would have ordered like you know public or like you know we didn't do this like you know on their order but we had our own product vision and like you know. Uh work. Uh. Having started on an initial product already in place and then we started like that matched with the needs and expectations. That said I had started to work on so, we came together and together with City of Helsinki as well to to really focus on forming it into into the public AI register of Government organization or like you know cities municipalities like this to to one so so there was.Yeah

that was a match on interest. And like you know things that were going on and then willingness to collaborate to to come up with what you are seeing on the registers.
(00:04:21) - Interviewer: Mm hmm. From your experience also applying this same type of tools also in the private sector. Have you seen a difference in that in for example?When implementing it is it? Is it harder to find some sort of data that you have to show in the register from the public sector considering sometimes it works with others like many service providers compared to I don't know maybe companies that can have more insight.
(00:04:53) - Software Provider: From from the beginning our like on our side our side at side, our assumption was that transparency is a good way to facilitate, the take off of AI governance as such because you cannot make anything transparency that doesn't exist or like in a way you don't have any information on like or documentation and so forth. So we saw that need for transparency and willingness to create transparency can facilitate the take or like a creation or like you know efforts generally in AI governance, So that was the. That was the thinking over there that and when we are thinking about responsible AI I think the core problem is not done in transparency but making sure that the AI that we've built and used deploy is responsible. It's like meeting their values of the users and and the ecosystem where it operates and and it's meaning the requirements of regulations and so forth. So transparency is a valuable tool in making sure that this happens but, but, there are so many other things that need to happen there. So we started with the assumptions that transparency can be a good vehicle to take forward good governance in general. And that specifically was a very important driver for public organizations taking action on AI governance. Responsible AI before there was any kind of regulative pressure in place. So that worked well. I think this organization with whom we have been having this opportunity to work on this public register has definitely triggered the right kind of actions there in terms of governance.
(00:06:58) - Interviewer: Mm hmm.
(00:07:18) - Software Provider: Now in the private sector the setup is completely different. It's not driven by their willingness to make things public but to govern their systems. Like control the risks related to their systems and of course build trust also with their stakeholders. Also outside the companies. But it's much less driven by transparency. Uh. Sort of motivation or or reason to do this so there are just like you know different routes into figuring out that OK we need governance and then taking action on that one. I think public transparency specifically has been. Pretty like in a strongly shaping the public sector. Work and definitely not on the same level on the private sector but on the private sector there has been other drivers. And of course compliance is important now. So yeah. Yeah I don't know if that answered to your question or not. Yeah.
(00:08:23) - Interviewer: It does. It does a lot actually. Because the next step I wanna go into is more of.What are actually the elements of the cities that make it? Available for actually this register to happen or other mechanisms as of transparency which is not so mainstreamed. So not every not every city is at this level of advance and that's why I think Helsinki and Amsterdam are like very highlighted about it. So what would you say about your experience? What are these elements that these cities have that allow more transparency in terms of algorithms? OK.
(00:09:01) - Software Provider: Mm hmm.Umm. I think there have been individuals who have driven this initiative have been really like you know promoters or like you know champions of transparency and the importance of them. So I think those are critical. They are like you know in all of these cases where we have been involved in public register cases and there are always individuals who will see that this is really important for our organization and they have done a lot of this, Champion role and driving this things internally. Of course it is also like you know. Requires then and triggers a lot of that basic

governance work that you need to have in place. You need to know who is responsible for this kind of like you know doing the governance and and providing the documentation who needs to be involved there and and be able to run that process in order to be able to provide anything that could be published there. So. So there definitely has been a lot of work and that work is continuing definitely in all of our customer organizations on making it integrating it into everyday work. But but thinking from this initiation and like you know how did this first case happen in this organization there was, the Champions had a really important role.
(00:10:42) - Interviewer: Are these champions more on the leading roles or more from the technical? Parts of the city.
(00:10:50) - Software Provider: I think there has been a development but and it's kind of different but typically, when these initiatives get started. There needs to be someone in the leadership who says that meaning? So like no it's very typical like the chains management or transformation programme related thing that if you don't have that management buy in and support or owner for for like hoses that this is really important then it's like you know inventing something totally new is really difficult. So same applies here that it definitely helps to, I I think in the in Amsterdam it used to be in their innovation unit so so they had to like you know capacity to do a related innovations and there was the hole for this register as well. In Helsinki it was there CDO who was really. So transparency as an important thing and wanted to take their actions on responsible AI ethical AI specifically in the area of transparency. So these kind of profiles I think for us in in Scotland it's head of their head of AI in the government so so yeah.Yeah.Champions are drivers.
(00:12:20) - Interviewer: That's really good to hear. 'cause. I have it from from the other side too. And it's it's really cool how it matches from like different actors. Also identifying those things.
(00:12:26) - Software Provider: Mmm OK.
(00:12:29) - Interviewer: In terms of the new like introduction of the regulation do you think it has also boosted some interest in this because it's like the repercussions of the new AI act?Eu act.It's like 4 some types of algorithms that have like what I've been getting into.Do you think that even though it doesn't apply to all the algorithms that that public sector institution or municipality uses is it still like something that has been pushing into more interest or at least these cities already had it from before? But is there any regulation or part of like more legal background that is or or maybe all the opposite?
(00:12:59) - Software Provider: Yeah.
(00:13:16) - Interviewer: Like do you think it's a barrier or an enabler?
(00:13:16) - Software Provider: Yeah. Well I think it should trigger. The processes and activities that make it easier for public organizations to do this kind of work because it's required through the regulations. So so and I think there are situations, or like not generally public sector organizations, that need to file more things in the EU database as well. Database of fibre systems and then. I need to remind myself not exactly like do it. Do they need to record all of their cases or but I think there are more transparency requirements for a public organization. So I need to revisit that. But that should definitely.
(00:14:10) - Interviewer: I think it was only for the high risk, algorithms.
(00:14:15) - Software Provider: Yeah. No no. But they I think they have to also record the deployment. So not only as a provider roles, but if I remember correctly I'm happy to come back to this, but if yeah but I think it's also like you know required from them to deploy high risk systems. So because that's not required from private sector organizations to record as a deployer but, yeah I wanted to just check that but I think that's. OK so so

yeah definitely should be helping in seeing these kind of initiatives then also? Also or even later.
(00:15:00) - Interviewer: And another element because. I'm trying to but basically what I'm doing is trying to categorize what elements of the governance are enablers or barriers for algorithmic transparency in general. I mean in the city, so that's why I go through these things that have been coming up. There is one one point that comes across when you have like multiple service providers from all IT and sometimes like there is this.Like the the black box element where it's like they cannot or like or they have for example old contracts where it's not asked from the start. Do you have any recollection? Because I know you're always also a service provider but like you interact with the Cities trying to get this data from their providers do you think is diet a limitation for the use of the register?
(00:15:42) - Software Provider: Hmm. Sorry like I'm not being able to get the data from the providers or.
(00:16:06) - Interviewer: Yes.
(00:16:09) - Software Provider: Yeah.
(00:16:11) - Interviewer: Yeah sorry.
(00:16:15) - Software Provider: Umm.Yeah I I think this is like you know this whole provider deployer by the way I will just like you know yeah I just checked that checked that public authority. It's an EU institutions, must register, deploying deployment of high risk AI systems to EU database. Yeah so so that was that was.
(00:16:44) - Interviewer: Open that too.
(00:16:44) - Software Provider: Was memorizing that not only from other cases but also deploy crises will go there so. So that's definitely important. So. So yeah I think there's a long way to go in. In this really having this normal way of working or sharing information from providers to deployers so definitely, we are at the very early stages in in in that process and maybe the providers are starting to recognise that they need to be able to provide this kind of information. I would be curious to hear what was the message from Amsterdam side on that one because I know they already did these contractual terms for AI procurements several years ago. Uh so so so. And I don't have an update if they are like using those in what scale? So I would love to learn and learn about that more. But in general looking at the market. I think it's just like in our early stages what comes to that one. I don't particularly see any other challenges than implementing this procurement term like requiring transparency. But it's some work, some additional work. So so. So it takes a little bit of time but yeah I don't see any fundamental problem. On that one definitely I see that AI act will help on that one because it really focuses on this area. So it will make it easier for deployers to request that information.
(00:18:26) - Interviewer: And do you visualize any other barrier for transparency or it could be for transparency in general or for the use of the of the register?
(00:18:40) - Software Provider: I think the main is really organisation’s capability to integrate that transparency into their overall AI cycle management model. And maintain it so so. I see problems where where transparency is only seen as something that is maybe a requirement for you can deploy or something like that but if it's really not integrated that data management and creation of that information into how AI systems are governed throughout the life cycle I think it's kind of be become sort of separate item just communication. So I think companies should or like a public organization should really pay attention to making that integrated governance AI life cycle management and then introduce transparency into that process rather than separately trying to operate transparency.

(00:19:45) - Interviewer: Mm hmm 'cause in in my. What I've been finding is that for example Amsterdam does have similar strategies in place from before so that makes it apparently easier to introduce other elements right? Once you have a governance structure that actually works.
(00:20:00) - Software Provider: The.Hmm.
(00:20:05) - Interviewer: Do you? And that's why it's easier when you talk with someone else because from them from their experience it's what they have. So it's hard to contrast. But from other cities besides, Helsinki and and Amsterdam that are quite advanced in this.
(00:20:17) - Software Provider: Hmm.
(00:20:21) - Interviewer: Do you think then that this previous data governance or previous strategies in general from digitalization that they have and they're apparently working are then enablers for introducing these mechanisms of transparency.
(00:20:36) - Software Provider: Yeah. I think generally anything like you know whether it's data governance or privacy of related compliance related processes and like no practices that actually are established in an organization they can be really helpful overall in AI governance. So if there is anything existing I would really recommend to sort of look at those structures and and and bringing these new things, using those as a means to introduce new things instead of like inventing everything as completely new. There's a lot of new stuff anyway so it helps if you have some structures that you can reuse and direct for this kind of process. So yeah I think I agree on that one. That's overall maturity on any of these topics. Can be helpful but still AI governance is a very different thing from data governance. So I think you shouldn't, either they're related so there are a lot of new things that need to happen in AI governance so no one should, pull themselves to think that they have AI governance in place. If they have data governance but it definitely helps to connect on those structures and processes.
(00:22:02) - Interviewer: As as AI has been well it has been. It also depends on the definition. But like now it has been very researched in terms of what are the risks of the application in the public sector? What would be then like something that has changed in terms of, I'm I'm just trying to visualize trying to get more of like if there are barriers in general like more specific in other things. And so in this specific part of the technology itself.
(00:22:31) - Software Provider: Mm hmm.Mm.
(00:22:37) - Interviewer: So it's kind of too close because I don't think we have much more time.
(00:22:39) - Software Provider: Yes. Well well I think what has happened over the past two years when we have been discussing Generative, or like you know 1 1/2 years what is it something like that. So generative AI and like you know way more dependency on this pre trained models and and and companies are and government organizations are willing to take into use those, and so forth. So so. So that's that's really something's where it has to influence in a way, I'm I'm coming back to my earlier works when you asked about this. Is it limiting the provisioning of information by this provider so yes to that in that sense. That's like you know. Smaller government organizations, they might have all kinds of requests but they when operating companies like open AI or Google. They might not actually like now follow your like you know this custom requirements. So in that sense AI act will really definitely help on getting better transparency to those foundational models and like really was a high impact foundation model because they start such large companies that you don't just like you know give your custom requirements but you need to sort of build on what they provide, so that's definitely something that is in a way limiting this deployer cases. Overall on to this. Like you know how the situation is now

compared to a few years ago when we governments were focused on machine learning systems something like their own systems in machine learning compared to nowadays basically rush to deploy the third party generative products. So so there are more and more this deployer cases instead of or like a shared deployer cases has generally just like in a grown hugely in the market and I think also in the government sector. So so focus is really on trying to understand the compliance and reliability and trustworthiness of the third party product and then deploying it responsibly. So. So. So yeah that's maybe the biggest change. The third party dependencies are even stronger and then the deployer set up that that has been the main chase over the past couple of years.
(00:25:20) - Interviewer: Perfect. Do you would you add anything else like from the last questions that I've asked mainly like the context of Amsterdam specific and like your relation as providers to them and also these like enablers or barriers?
(00:25:41) - Software Provider: I don't know. I think we have discussed everything that I have in mind right now. So happy to answer if you come up with some other questions afterwards that it would help like to discuss so we can chat via email then all right yeah.
(00:25:55) - Interviewer: Thank you so much. I'm actually super happy with what we talked and I went through what I needed which is like if there was something else I really appreciate your time. And yeah I will reach out as soon as possible with my results later. But thank you also for being available if something else comes up.
(00:26:02) - Software Provider: OK.OK. Yeah.Yeah.Alright. Yeah thank you. My pleasure. Yeah. And good luck with bringing it all to all together and submitting your thesis.
(00:26:19) - Interviewer: Thank you.Yes yes I want the last of it's starting the last phase. I'm so happy about that.
(00:26:23) - Software Provider: OK.Oh wow great. OK alright.
(00:26:27) - Interviewer: Thank you very much. Wish you a good rest of the day.
(00:26:31) - Software Provider: Yeah. Thank you. You too. Bye.
(00:26:33) - Interviewer: Bye bye.

VII. Transcript Interview

Name: Project Manager Responsible Sensing Lab from the AMS Institute

Date: April 19th, 2024

Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Sensing Lab PM***.
Language: English (Original)

(00:00:04) - Interviewer: Perfect. So yeah, it would be great if you can introduce yourself and and describe a little bit like your role and your connection with the city. If you were directly for the city that was, I wasn't very sure if it's a different organisation or in such.
(00:00:15) - Sensing Lab PM: Yeah. That that is complicated with us. Yeah. So yeah. So I am originally trained as a designer. I worked a little bit during my masters already on contestable AI. So transparency of course also very much relates to it. And I've now been a project manager, slash designer, researcher at the responsible Sensing Lab for about 2 years, 1 1/2 year now. And the responsible sensing Lab is a bit of. Yeah, it's a bit of a funny place in the sense. It is a collaboration between the AMS Institute, so the Amsum Institute for Advance Metropolitan Solutions and the City of Amsterdam, and our team is literally also mixed. So I am hired for through the AMS Institute. We have other people in our team that are hired directly from the city. We are only six people, so it's a quite small team, but it's 5050 and the Ms Institute. I don't know how familiar you are with it, but that is in itself a collaboration between knowledge institutes. Technical University of Delft, University of Wachlining and MIT in Boston, and essentially 10 years ago, they won. A challenge. The Dutch call it price. FRA. I believe so. Essentially, there was a a challenge from the from the city who can make us this innovation.
(00:01:32) - Interviewer: Like open innovation?
(00:01:38) - Sensing Lab PM: Kind of Research Institute in the city and they wanted. This challenge.
(00:01:47) - Interviewer: When was that? Sorry, what year? What year was that?
(00:01:47) - Sensing Lab PM: And the sorry. It was ten years ago, so we are now actually renegotiating with the city for funding for the the following ten years.
(00:01:53) - Interviewer: That.
(00:01:58) - Sensing Lab PM: So it's yeah, pretty much exactly 10 years ago. It was started when all of the negotiations happened and everything. That's probably a bit longer. And the responsible sensing lab, I don't know if you've seen on our website, but the idea is that so. We. We look into how we can or we explore how we can integrate public values in the design of technology that is used in the public space by the city government, for example. And so some years ago, the city has come up with these TADA principles. I don't know if you've heard of them, and essentially they are also digital. The digital city agenda and all of these policy documents. Or or vision documents I should say, but it's somewhat a little bit there. They, they, they point a nice picture or paint a nice picture and point towards nice things. But it's still unclear how that would then actually be done. So that is somewhat our task. To to. Turn these things into practise and we do that a lot through research and design, so we are not really here to solve the municipalities issue with what they might have currently going on, but looking into a couple of years into the future, what could be done differently, exploring a lot through speculation. Yeah, that's essentially what we do. So the digital rights agenda, I'm actually not too familiar with it,

but we do work very much with the more local. Vision documents policy notice. That our principles, all of that stuff, that's very helpful for us, that's what the whole lab is sort of based on trying to go get these things into practise and exploring what what it might mean when we say, you know people in Amsterdam should be able to move through the public space without being spied on.
(00:03:45) - Interviewer: Mm hmm.
(00:03:45) - Sensing Lab PM: Yeah, that that's a very vague, let's say. So what would that look like?
(00:03:46) - Interviewer: I think. Mm hmm. Yeah, so I I I had it in my first interview about Amsterdam because I've been like having with also Barcelona. That's the other CDM contrasting bit, but basically with Minu I wanted to understand and I'm using this like E government enactment framework that divides in three elements. So it's a strategy and policy agenda. Then you have structure and like the actual government strategy of the city. But then all the public administration structures that that are based and then the technology on the other side. So basically what I'm trying to do is from this elements understand the connections between the three of them. So the framework just says like you have these three things and they all interact with each other. So sometimes it's like the technology first that pushes for a policy agenda or for example like, I don't know, the use of AI it's pushing.
(00:04:36) - Sensing Lab PM: M.
(00:04:44) - Interviewer: For more normative structures and you have that from the EU to the local government, but then also sometimes there is the strategy like the policy coming first or there's concern about some things and then you see what happens on the other elements so.
(00:04:48) - Sensing Lab PM: Mm hmm. Mm.
(00:04:58) - Interviewer: From my research, what I'm trying to do now is connect more the technology part, so I already kind of went through how it was this definition of this. The principles. I think that like the city and that's how how you told me about of like how this process, yes.
(00:05:14) - Sensing Lab PM: That there are principles and that kind of these, yeah.
(00:05:17) - Interviewer: Like what are the important things for the city right? Mm hmm. And uh, and then how you translate that into actual actions?
(00:05:24) - Sensing Lab PM: Mm hmm.
(00:05:26) - Interviewer: So right now what I would like from this interview is more to have examples from how this can be applied in a specific projects and how that interacts with the actual context of the city. So that could be from. The experience of public servants, or the use or the technology in itself or. Public procurement processes or the legal structure, etcetera. So that's why it's it would be very helpful if.
(00:05:49) - Sensing Lab PM: Mm hmm.
(00:05:58) - Interviewer: If we can go through some of the examples of the projects that you send me, I mean the algorithmic register. I I've seen it before because it's like kind of like the highlight on this topic from the. City's coalition of digital rights. So like from there, when you go into a transparency and accountability like it's the first thing that comes up. So it is kind of like the top of mind element. But I want to go deeper into other projects that might I have also have.
(00:06:12) - Sensing Lab PM: Mm hmm. Yeah.
(00:06:27) - Interviewer: Yeah, like this. This implementation of this mechanism, self transparency and accountability and how they interact with this other things that I told you about makes sense.

(00:06:36) - Sensing Lab PM: Yeah, yeah. Yes. Yeah, very much. So we are typically there, I would say positioned at the very early stage. So we don't do implementation ourselves, we are more. Explorate exploring, I mean, we are a lab, so we are more exploring what could be. We don't have a we basically let's say when it comes to implementation that's what the city has to do. So we give it then to them if if they want to move further with it we are quite busy with more pointing a picture of what the future might be like what is desirable, what is not desirable starting discussions through. For example, speculative design.
(00:07:14) - Interviewer: Mm.
(00:07:16) - Sensing Lab PM: But yeah, that is maybe one one step that could feed into of course the actual implementation to 1st figure out, OK, where do we want to be in, you know, five years or something like that. Of course first, it's also nice if something would be implemented right away, but realistically speaking, that's not really what we're there for. The city of Amster has their own innovation department and they do that, although at sometimes we also do essentially. Somewhat direct critique. If there is something going wrong in in the city or or where we feel there's something is going wrong, we can also do that. Yeah. For the rest, I think I sent you a couple of links. I'm not sure if those were interesting for you then. Or if you had a chance to look at them anyway already.
(00:08:04) - Interviewer: I see very quickly, but no I didn't depth.
(00:08:10) - Sensing Lab PM: So the one that maybe relates most to the algorithm registry is this tools for third party scrutiny. Essentially, every once in a while, as I said, we are quite explorative. We organise design sprints where we typically work together with researchers from from different universities, mainly from tuft and ideas that quite often they have their theories about these kind of topics, such as contestable AI in this case. Kazal think who is our collaborator here, works on contestable AI and transparency and. We turn those into. Some kind of design proposal of what could be implemented in the city and the idea with this tool for third party scrutiny is essentially to give third parties such as you know, watchdog organisations that you might have. Ability to look into the function of an algorithm, see if it's without any biases functioning as it should, and there we developed three different strategies for that and created a sort of a fictional dashboard of what that might look like. So. That these third parties could have oversight over certain algorithms, and we discussed this then with people from the I think I mentioned the Ministry of Justice and Safety. We discussed it with. Rats. What to say again? Sorry. Getting confused with the languages. City Council raking comma. People. Yeah. And the the, the, the feedback was fairly mixed. So they all thought it was really cool and necessary and nice, but a it would require lots of work time, investment and money investment. And I think they also mentioned for example it would be let's first fix the algorithm registry because that is not really. Done. Really happy with the algorithm. Register yet. So they that we encounter quite often with our work is that we look quite far ahead, but the city is quite occupied with, you know, the current issues, what's what's currently happening. So there there's something sometimes a little bit of a disconnect.
(00:10:22) - Interviewer: So you on that was, was the algorithm the register also something that was pushed by by you initially and then like the city took over?
(00:10:29) - Sensing Lab PM: No, no, that is that is not ours. We are very happy that they have it, but that is I'm not sure who initiated that. We point towards the algorithm registry every once in a while, for example, when we work with the city and they are not, they don't have their algorithms on there. We might point them, hey, you know, you should do this and this and this and this. These are the minimal things that you should have.
(00:10:53) - Interviewer: Mm hmm.

(00:10:54) - Sensing Lab PM: But the algorithm registry and similarly you have to the sensor registry. If you've seen that sort of map. Those are. Nice ideas, but they're not. Currently not up to date. Not practise too well yet I think in the city is is getting better at it, but it's still fairly new at it.
(00:11:17) - Interviewer: And and those, sorry just before went to the specifics of the other project like do you think there there is something that you identify and and for this is very it's very important also for me to have like someone that is not from inside inside.
(00:11:19) - Sensing Lab PM: Yeah, yeah.
(00:11:31) - Interviewer: Of what? Things limit the implementation or like the more development or like easier easiness or fastness on the application of the register or or things in this topics?
(00:11:47) - Sensing Lab PM: I'm not entirely sure. I think in general it might be priorities. I mean, if if you were in your team, are mainly focused on developing the technology itself and the algorithm registry is not necessarily a must or you you don't, you don't get scolded from your manager by not doing it, then you maybe spend your time elsewhere. I'm not sure what the rules are in terms of within the municipality to what extent they have to, you know, register the algorithm registry or not. I think they're a bit free as well because we just had another discussion within another project and they said. They only take the algorithms up into that registry that they consider to be a high impact and that is their own interpretation of things. So there's no clear guidelines or rules, I think, and in terms of OK what needs to be go on needs to be put on there when those kind of things.
(00:12:29) - Interviewer: Mm hmm.
(00:12:44) - Sensing Lab PM: And then there I think there's a bit more of a general issue that also cast out think they had this, our collaborator pointed out with the algorithm register itself is that it's very static and the world of algorithms is very dynamic. So we should not the algorithm register is nice, but it's only a beginning, let's say a first step. Being able to keep up with an algorithm over its life cycle as it gets updated and and whatnot. Yeah, essentially, if you're registered once, it will be outdated, probably within a few months again and keeping it updated would be, well, lots of work quite simply.
(00:13:23) - Interviewer: How how do you deal with that on the projects that you're leading now? For example, like I'm, I'm reading now on the responsible sensing lab that you have like.
(00:13:31) - Sensing Lab PM: Mm hmm.
(00:13:34) - Interviewer: It talks about like the classic enforcement, which is based on like how do you create norms and like loss that sustains some project, right?
(00:13:42) - Sensing Lab PM: Mm hmm.
(00:13:43) - Interviewer: And I can imagine that I could create also the same problem as like technology develops in and algorithms or so our dynamic. Is there a problem sometimes in creating like a normative or legal background that then it's like super quickly out of date like not?
(00:14:01) - Sensing Lab PM: Hmm. Yeah. I mean, of course that is a bit of a thing like for the city, it's always easier if there is an up to date legal basis that they can. They can use to, you know, manage themselves where it's like something even from the EU or something like that. Which might not be always the case, so the city can be. But I think the city's doing quite a good job in being a front runner in it themselves and making their own rules to some extent. And then, of course, there are several other factors we did as well, like to what extent. Is it also just? Part of the culture within the municipality to adopt these things or maybe go above and beyond because we, for example, had the responsible sensing that we are not necessarily looking much at legal aspects of things. So we you know, we have the privacy officers and those kind of people at the city that will check is

it legal like they can do check boxes. We are not necessarily a check box kind of lab we are more there to see what else could you do if you want to go be off it above and beyond what would be the next steps. That you can do so it is of course also just a thing within the municipality, the connections that you have, are they susceptible to out to what we're saying, if they believe in transparency, if they believe in accountability that it's something important, they're much more likely to talk with us and we are not necessarily basing our work on on legal frameworks. We are essentially trying to move faster than the legal frameworks. That may be the legal frameworks for the things that we're looking at might only be there. In five years time or something like that, I don't know. Yeah.
(00:15:45) - Interviewer: And how has been that reception in general though you said like for example, one of the one of the projects like the the reception was mixed? How was in general like that connection in to go? Maybe selling a project to the public servants?
(00:16:02) - Sensing Lab PM: Yeah, I mean there are, I think the municipality has great intentions. I've never heard of anyone saying, oh, we don't want to be accountable. We don't want to be transparent about anything. It's just, I think sometimes the bit, the disconnect of us having actually the core of our job is to look more into what could be done. In addition of this, whereas the municipality sometimes just has their hands full and is juggling around with the things that they need to comply with today. So sometimes. There's just not much space to think about the future in other places. There is and so the results are a little bit mixed I think generally. Yeah. Generally they appreciate what we're doing. But in terms of implementation, it's quite often cannot go directly, let's say into OK, let's let's make this algorithm or dashboard for third party scrutiny now because well, they want to fix the algorithm registry before that, which also from my side I think that makes perfect sense. It was not intended to be a either or kind of thing. It's more about what are what could be the next steps if you would look into a bit of Rd mapping almost.
(00:17:13) - Interviewer: And in the in the case of more technological. Already existing infrastructure in the city like 'cause, I understand and like that's something I've seen in contrast with with others is that I'm certain has the internal capability to develop their own.
(00:17:20) - Sensing Lab PM: Mm.
(00:17:31) - Interviewer: Software or like has more even more resources to actually access, like more advanced technology than other C DS and most C DS actually. So in that case like how do you see from that more it? Focus if it is like is it is it. Is it something that like opens the opportunity for new projects like the ones that you propose? Like more of a a technological capability inside the city.
(00:18:01) - Sensing Lab PM: I'm not quite sure I understand, but basically where our projects come from is typically from two sides, so one is from the municipality itself where they have a hunch about something or they have an issue with something and that is then more about the here and now sort of technology or sensors algorithms that are being used. And at the same time, we work a lot with academics. Quite simply, so a lot of it also comes from suggest. This dashboard for third party scrutiny comes from theory that academics have developed, and then we. Try to see how that would apply. Yeah, in the city. And so.
(00:18:36) - Interviewer: Mm.
(00:18:39) - Sensing Lab PM: Yeah, that is essentially how it usually goes for us. And a big part of for us then also in terms of reception of these things, I think we lean on different kinds of. Things to to build up our argument so one, of course, is political support, so have been policy notice or what not written on these things that are vaguely or somewhat unclear, and we interpret them in a way and we create, let's say a technology or or something like that that picks that up. We work a lot with again the the researchers and

that I think. This there's a kind of a voice of authority in it. Let's say when an important professor at UW then recommends municipality, hey, you know these things that you're currently doing aren't really right or you should do this and this differently. They're much more likely to listen to it, because while these people have expertise quite simply. There are lots of different ways on how we may be build argument. You can also point at what has been gone wrong, what has gone wrong in other cities, and be a bit of fear making saying OK if you continue like this, there might be chances of you know future public backlashes and those kind of things. Yeah. And for the rest, I think of course the, the, the, the general public mindset and the organisation or third parties or of course are also important. So they might point towards issues that are happening within the current practises and we can pick up on those. Yeah.
(00:20:12) - Interviewer: OK. Do you have?
(00:20:12) - Sensing Lab PM: I'm not sure if that that that answered the question because yeah.
(00:20:16) - Interviewer: No, it's it's fine, because it's just like that's more like an internal thing than have to figure it out still. But do you also do research for your projects from, like a citizen's perspective like?
(00:20:20) - Sensing Lab PM: Yeah.
(00:20:31) - Interviewer: Yeah.
(00:20:32) - Sensing Lab PM: Well, let's say what we do is if we create, for example, speculative designs, we quite often also show them to citizens and interview them about it. So yes.
(00:20:43) - Interviewer: OK. And do you do you have you received? Like maybe confusion or like not enough knowledge from it. Because like I I in one past interview there was also this like concern about like trying to include participatory. Like elements into this agenda, not only on transparency but like different elements, and then in general, the limit to participation is mostly public servants, believing that citizens have no say on these things. So.
(00:21:06) - Sensing Lab PM: Mm hmm.
(00:21:18) - Interviewer: As you are in a part of like introducing also. Some sort of input for cities to translate into projects. Yeah. I would just like to know like how it it is your view on on how participation can be an element here or maybe not?
(00:21:34) - Sensing Lab PM: Mm hmm. Hmm. No. I mean I think it can definitely be an element. Of course, I think participation has its ups and downs. I mean, we see it quite plenty of times. First of all, participation can have its own flaws with, you know, when you organise a citizen panel or let's say the way it is currently practised, when you organise citizen panel, maybe only the same people show up and you only talk to you think you're very inclusive. But at the same time you're only talking to a certain group of people because maybe it's only, I don't know, 60 year old pensioners showing up. Or or something like that. And yeah, so for us, I think when we create these speculative ideas. We we generally have in mind presenting them to the public, either through our website or through actually having workshops or interviews with them, and then we try to create them in a way that we think we can have. How do you say a constructive discussion with the citizens that it's not overwhelming for them, which is challenging, but in the end of the day we like to have a discussion with citizens about what? In what city do you want to live in what the future is that they want to to have, and the the speculative designs or designs that we create quite often are simply trivial for that by showing, for example, a desirable future, what we think is a desirable future at least, or an undesirable future. Yeah. So speculative design in that sense is the tool for us a little bit that we use to. Facilitate these discussions and give people things to react on because if you start talking

about an algorithm in an abstract way, it it can be quite difficult. For example, the other I I'm working on a project for like a bit of a futuristic traffic management system. But if you create for example an app that would bring that somehow brings the system to life, people can react to and can give very interesting insights about it. But it's difficult to discuss on on like high level values such as you know, autonomy, justice and some technology with it. That yeah, that that can be very challenging. So how are you engaged citizens is. Is key and and it's very challenging itself. Of course that's a lot of time. It's just thinking about how how we would, you know, create a prototype or those kind of things that would make sense from a non expert perspective.
(00:24:10) - Interviewer: And also you like with your produce, you also propose a sort of consultant collaboration with other actors that are not only like it's not only inside the city, especially what I'm seeing here for like the the. There's like different designs, right? Imply.
(00:24:29) - Sensing Lab PM: You mean the the communication project?
(00:24:35) - Interviewer: For the the third party scrutiny tool.
(00:24:37) - Sensing Lab PM: Oh yeah, yeah.
(00:24:40) - Interviewer: So maybe it happens in other projects too, but that like the implementation also requires other actors to intervene. So if you have like Watch Dogs or like.
(00:24:49) - Sensing Lab PM: Mm hmm.
(00:24:51) - Interviewer: How how do you see that? In the case of Amsterdam, how it works? Is it like a city that you would say it's it's way open way more open than than maybe others that you've worked with in terms of collaborating with actors from the third sector, academics, etcetera? Because in general it's not so easy to deliver those things. And then what happens is like it it turns out to even be, I don't know, externalisation more than actual collaboration with others. So there's an experience of another project or like, how do you propose it considering those things?
(00:25:31) - Sensing Lab PM: I'm I'm shopping a little bit to think of how it would be different because I've only ever worked here in Amsterdam, so I don't know. For me this is the base. Let's say I cannot really compare it to other situations. But we, as AMS Institute, we try to deliver value to both the scientific community as well as the city. So all of our projects typically involve both and.
(00:25:56) - Interviewer: Mm hmmmm.
(00:25:58) - Sensing Lab PM: It is basically our. Our reason for being to some extent to to bring those two actors together to facilitate that collaboration and create projects where we can, for example. Researchers can apply their knowledge within a context within the city and the city, of course, learns from from those experiences as well. With third parties, I mean, I think we see them or I would at least say from my side we see they they have a little bit of a different focus where third parties quite often quite often at least are a bit more. As in third parties, as in these watchdog organisations, they may be bringing a bit more the alarm bell or point out issues that we then maybe also pick up and we work for example, also together with them to create projects, but we are more there to what our goal is is to to some extent ring the alarm bell but also show alternatives. So it's not just about hey, don't do this or this should be done differently, but you could do it in this in this way for example that is maybe a bit what we are specialised in and I think. That works fairly well together, so also for the the this one. When we presented this tool for third party scrutiny, there were people from these watchdog organisations present and and gave their perspective on it. So. Of course it's the. Collaboration itself is challenging, like finding the right people. We we spend a lot of time just trying to create project teams that want to to work on these topics and quite often our projects also let's say if they fail, it's

quite often because maybe they don't have enough traction with either people. So for example, if we have a an interesting idea, maybe the city, the people from, we can't find any from the city, we can't find anyone from the city who wants to work on it or maybe the city comes to us with an idea, but we think. That is to not ours expertise in a sense that maybe, for example, it is too much in solving an issue from for the year now or we don't find researchers that are interested in working on this topic, then we sometimes quite simply, I have to what we call put it in the in the fridge the project and see if at the later stage somebody is interested in working on it. But it's a lot about connecting the city and researchers from our side.
(00:28:20) - Interviewer: Would you would you describe a little bit more like the other 'cause you send me two more, right?
(00:28:25) - Sensing Lab PM: Yeah. Yeah, yeah, yeah. So RAK is a project on again human values and how to operationalize them in the smart city. And that is, I think, led by. So by the way, we work a lot with consortiums where then also the city is part of other cities, sometimes market parties. And research institutes. So in this case, I think it's led by the how they are the correspond Amsterdam. And a lot of discussion, there is also about prototyping or looking at this scan vehicle that the city has. So it's this vehicle that can drive around and for example hand out parking fines or look for whatever trash on the road, all kinds of things. And there's a lot about the project is done a lot about focused on what should be the citizen interaction with these kind of scan cars. So again we it's a very designer approach. Where Tessa and I mainly are creating a lot of experiments and studies where we involve, for example, citizens we come up with different concepts. We talk to suppliers. And yeah, the idea is to through several experiments to learn and write papers about it, but also. Come up with recommendations that we then. Propose to the municipality and that is, I think, also quite often what we do in terms of work is to. Do recommendations where we look into certain topics. We talk, for example, to citizens we talk to. Experts such as you know. Researchers and we come up with recommendations for the city and examples. So that's the the the scan card project. I'm not sure if I if you have more questions or maybe talk about another project.
(00:30:14) - Interviewer: It. Maybe in this one I don't know if it applies to other ones too, but. How is that interaction with the service providers cause? Sometimes what I've seen is that like there was some resistance, especially when. You like you want to push for more transparency and accountability there. There is that, like incapacity out of the technology or like the development of the of the model sometimes to actually like put it there, there is sometimes like not not so much. Or the information that you can come up is not even useful for like communicating to people to make it transparent actually. So in that in that research part with the the providers, have you seen like any resistance or complexity when talking about issues on transparency and accountability?
(00:31:13) - Sensing Lab PM: Yeah. So generally speaking, yes, we do encounter that when there are suppliers. For example, even I mean, there's a lot of misunderstandings there, sometimes suppliers when we try to talk to them, they think we are competitors or they they don't really want to talk to us. There's all kinds of things there in this specific project and this actually comes from. A. How do you call this again? Hmm. When the municipality tender from a tendering process. So in this case the there has been a new tender written and it was defined in the beginning in the tender as kind of a criteria that the supplier needs to participate in these and these and these experiments for these and these and these things with us. So they don't have a way out essentially if they want to to, you know, to supply a tender they they need to participate and.
(00:32:05) - Interviewer: That's good for you. It's not so amazing.

(00:32:12) - Sensing Lab PM: What we've been talking to, to them, it's they were very open. They were very nice for this specific project. Now. I mean, I've I've made other experiences where it was very difficult to get to even understand what is currently happening with this in within the system that they are supplying to the municipality in this specific case, they were very open about it. And again it was written like this in the tender document already, which by the way is one way how we try to impact also through our work is by looking maybe in the future we can you know inspire we can give recommendations but of sometimes those recommendations can then up in tender for the municipality says to suppliers. If you don't fulfil these and these and these things, then well. You're not gonna be highly rated on our tendering competition essentially. Yeah. So in this case the the suppliers. Bound by the tender to be participating with us in these experiments, which also means we get access to their scan cars, we can put stuff on those scan cars. We can use them to drive around. Yeah. So in this in this case, it worked well, but it's not always the case.
(00:33:21) - Interviewer: And one is not always the case. Do you think it's like a more like in here? Yeah. It's kind of like a. An exemption to the rule and in that I've also seen that Amsterdam is like very advanced in on the tendering process of everything, just like add this parts. But. What what you were saying about like, how they feel this like competitions and sometimes? There's, like kind of a clash that I've been seeing out of, like how sometimes the city wants to push for like the protection of digital rights. And how that for providers or for like companies they have a different mindset, right? Like where it's like, yeah. Like we could be transparent, but then at the same time and this is happening from like the biggest companies on AI, right.
(00:33:54) - Sensing Lab PM: Hmm.
(00:34:06) - Interviewer: Yeah, but basically like they they. How do they like their the value of their service is actually on the same models so. Do you think it that could be a problem in or is it like a problem in general for pushing for transparency and accountability mechanisms on any sector? Like this intention of like keeping it secret just to be different from the other providers.
(00:34:31) - Sensing Lab PM: Yeah, of course. I mean, I think as a private company quite often it's not your priority or yeah, you you make goal with something that you can do better than others and you maybe try to keep that secret. So that is definitely a thing that we also see. I mean, they don't want to lose the municipality as a, as a buyer. The municipality typically has fairly large deals with these companies. But unless I think they are not really judged based on these criteria, again in tenders or whatnot. Yeah, I think there are very little companies that would do it out of, you know, out of their own, let's say, goodness or whatnot that just say, hey, we are trying to be so and so transparent, maybe that's going to change. But I think for now it's mainly up to the municipality to demand these sort of things from their suppliers because for them it's not on, let's say, unless it's an an argument for municipality to buy it. I don't really see why suppliers would do it except for if they really care for digital rights or what not themselves, which I'm sure there are companies that that do that. But I would say most of them try to make an make a living out of it, and as long as they don't can earn more money by being more transparent.
(00:35:46) - Interviewer: Mm.
(00:35:53) - Sensing Lab PM: In in any way also just public image and all of these things of course play a role. Yeah, I don't think they would spend, at least not a major. Major time and budget on on transparency measures.
(00:36:08) - Interviewer: Mm hmm. Does it? Does it sometimes take a lot of like resources and and? Effort to dedicate to actually be transparent or communicate well that.

(00:36:21) - Sensing Lab PM: Sorry.
(00:36:22) - Interviewer: We're like, so in in terms of like what I've seen also in, in, in this topics is that like, sometimes there's a lot of effort into making something transparent if you don't have it from the initial design, it's like easier if you consider it from the start. But if you don't sometimes like changing it, it's quiet hard. So again, if you have, if you have it on the initial tender process, it's going to be there. So then the provider considers it, but it has, have you encountered in any of the of like the projects that you've done some sort of like?
(00:36:31) - Sensing Lab PM: Mm. Yeah.
(00:36:56) - Interviewer: Conflict there out of like, oh, there's so many resources that maybe it takes too much too much to actually be transparent. And then there's no point on on pushing for that.
(00:37:06) - Sensing Lab PM: Hmm. Yeah. I mean in in general that it can be a thing with all of these. These values, let's say that we try to operationalize from autonomy to transparency. They are sometimes seen as just more work for people to do, and if there's no finance or or time for it, then it's difficult. I think when it comes to suppliers, they of course sometimes see it when we, for example, critique their stuff as a threat, so that municipality would drop them at the same time, it can be an opportunity for them to have additional. An additional job in a sense that, OK, we built the system for you. Now we make it transparent. If they would still be hired for that, of course. So it can also deliver them simply more work and more income through it. But yeah, in general, if it's, if it's considered as an afterthought, which I mean, I think they comply with the, let's say most most of the systems of the municipality, I think they would, they need to at least comply with the legal standards. So what the the privacy officers would tell them to comply with in terms of transparency and accountability. Put everything about that. Put in the municipality, then again depends a lot on. Also, did the teams culture do they want to try to pave the way? I mean, it's also if they say. Let's say the the the politics the politicians have, you know, specified these kind of things. They also have a nice project when they go above and beyond to showcase and say hey, our team did really well. We did this and this and these things and other teams can learn from it. We've I've heard before that sometimes when these kind of things happen. One team in the municipality has done a cool project. Niton become a little bit of the guru within the municipality and the other teams try to come and try to learn. How did you do this? How did you do that? And so I think there's, yeah.
(00:39:06) - Interviewer: Oh, that's great. OK. Maybe we can. We can also like jump into the third one, which was the citizen communication and participation.
(00:39:20) - Sensing Lab PM: Yeah.
(00:39:21) - Interviewer: On the sensors and for that one, I would like to ask you to like how was the? What are? What are the risks that it's that are seen to push for a project like this to like get into how to communicate like the importance of of this like? I don't know or like, why are they concerns around the use of sensors by a city? Like previously to that project that you led?
(00:39:51) - Sensing Lab PM: I want too many concerns of the city. I mean they have. So when you have a sensor you need to register it on the sensor registry and you need to plug it in the sticker on it. And I think the initiative then for this project can I'm not entirely sure because I wasn't involved from the beginning of this project, but I think it came more from our side where we could say, hey, what could we do next again and what is kind of strange at the moment is that every municipality does it a little bit differently or Alam does it in a different way. Does it in different way so we thought can we create a uniform language to talk about these sensors? I don't think there was much. Opposition to it, the

question is more do they then sign off on the things that you do? Do they like the things that you do? There's a lot of concerns that the cities or there were concerns. For example, the cities have different interests and what is good and what is bad. They all want to have a say in it, of course. And so in these projects we, the municipalities, I think four major municipalities such as Utrech and Rotterdam, The Hague and Amsterdam are all involved in this project as well. So we often take the things that are being developed showed back to them. So it also doesn't feel like it was. Developed by us and and and then simply shown to them. So it's kind of this not developed here. Issue where people might dislike it simply because they haven't worked on it themselves. Yeah, that is, that is essentially it of course. It. Getting it to actually being adopted is a is a different story, but we are running now different pilots with it and there's the city is actually really open towards it. And again, there are these things like living labs play a role. So for example in the in the near the Amsterdam arena, there's a living lab and we can pilot these stickers. Now there we we the city of course doesn't want us to do it just in a regular street that will be difficult or just accepting it then changing everything. But leaving labs such as that, or also a Marina terrain where we are based, we have space to also put these things into. You know the public space and for example, talk to citizens about it.
(00:42:12) - Interviewer: In that case there is because you put the sticker in like. In order to visualise that that is taking information of some sort. Right.
(00:42:24) - Sensing Lab PM: Yeah, he had to communicate. So this intervention is it, it does comply is there's a sticker as a board and online platform. That's all part of this kind of communication strategy. If you want to call it. But yeah, it's about communicating when what kind of sensor for example is used for what purposes these kind of things by discipline.
(00:42:45) - Interviewer: And that is movement to to like. I mean I could like check on one that I have. It's on my place and then say, oh, OK what what is this for and what like how is it going to be used, is that information also available or is it mostly like the the data that it's taking from it?
(00:43:01) - Sensing Lab PM: Yeah. Yeah. So to some extent, we, we did a lot of research there also with again with researchers, but also involving citizens. What is the the information that they would like to to see and what is also feasible to communicate because if you have a tiny little sticker, maybe you cannot put too much information on it, but at least the tiny the stickers can point to you tells you, hey here are, you know, this is a camera. It does collect personal data or it does not collect personal data or this is an air sensor or something air quality sensor, these kind of things.
(00:43:32) - Interviewer: Mm hmmmm hmm.
(00:43:33) - Sensing Lab PM: And then each sensor also has, for example, a specific number to it, and you can look more than in the in online you can look more up about OK, what does the sensor do? Who does it belong to within the city? These kind of topics and you can when there's a phone number you can also call in case you want to, you know, voice a concern or these kind of things.
(00:43:47) - Interviewer: OK. And how was the on the research part for? For citizens? How is that interaction for citizens like interested or like?
(00:44:08) - Sensing Lab PM: Yeah, but I think they they were a bit of different. I mean you hear a lot of different quite abort broadband with of things. I mean there's people that. Are really into it. They want to know this information. Some of it don't care much about it. Others mistrust the government completely and say, well, this is not going to be true anyway. What they put on the stickers because they didn't have all the information on me anyway, in this kind of conspiracy theorist. But yeah, we it was still very helpful in terms of for us to figure out, OK, what should be. Communicated and also at what point of the

interaction? So if you just want to run walk through the streets, you maybe are desire different information and you know and you can look it up let's say later at home. If you really care for it or if something is placed right in front of your house and maybe a camera or something like that for traffic monitoring, you might be have different concerns than if you're just a visitor or something like that. So. Yeah. We we try to essentially gather, gather information about these kind of topics about how people feel about sensors in general, what they think about. Yeah. How? How it should be communicated.
(00:45:19) - Interviewer: Mm hmm.
(00:45:19) - Sensing Lab PM: In a in a way that helps them.
(00:45:23) - Interviewer: Great. I think I'm. I'm good with the examples on on each and so so like good information available. So I can like also create and the descriptions from there. Just to close like the last questions I have are more like. What do you think? And this is like you can just jump whatever also, like hitting intuitive way. But what do you think? Like are measures that cities can take in order to be more accountable and transparent? This is like very broad but. Giving the experience that you have is like proposing this. This projects to cities.
(00:46:05) - Sensing Lab PM: It's a bit of a difficult question because there's so much and on so many different layers from. Exploring it as we do quite a lot through experiments and these kind of topics. To for example, what came up in another project was that what if you would? Have a code or something like that. A sensor in a way that it cannot collect data unless it is registered on the sensor registry. Because what we see is quite often these sensors. Decentral registry simply and updated it's. It's sometimes two years old or whatnot, and the the the thing has completely changed, and I've sometimes we walk them through the city ourselves and try to look OK, what sensors are actually there. We try to compare it to the Central Registry and it simply doesn't. Doesn't. It's not 100% though, correct. So what if you could make that? Part of the the technology itself that it the sensor cannot switch on unless it's registered there, simply coded in in such a sense so. There are so many different levels, so from the technology to the individual in the individual sensor or algorithm that you use to policy to laws to yeah, I think we also in our work have work fairly broad bandwidth with these kind of topics. Yeah, but I think ultimately what I think is the most. Deciding factor would be quite a lot. The support from at least what we build on in our work is the support from. Politics. So we lean on the policy, notice researchers pointing out potential directions issues and what not, and also the the support from the municipality employees itself that we work together with. If they don't see the need to do anything either influenced by their own moral compass or by the political, you know, the higher ups let's say. It's unlikely that they're going to do anything, so I think to build that kind of culture within the municipality, that transparency, accountability are really important and not just after thoughts that can be like, you know. Fixed in some in some basic way afterwards, yeah.
(00:48:28) - Interviewer: And do you think that that in Amsterdam has been like constructed that political? Concern about these issues?
(00:48:39) - Sensing Lab PM: From what I see, I'm some is doing quite well in that sense, yes. Of course, then the implementation itself is a couple of years behind, but I think also the the people from the municipality that I talked to, they want to be transparent. They want to be accountable, they are not. They don't have any bad intentions in any way about these kind of topics and they they want to work on it. It's still and sometimes of course a question of is it supported by the higher ups, do they have the budget for it, these kind of things. So they they can work on it. But in the end of the day, they want to do do a good job. And if let's say being more transparent be more accountable is part of the good job description and they will. But let's say they themselves, I think quite a few people come

to us also we've had that a couple of times where individuals from a certain team, maybe not everyone is so in tune with these kind of topics, but one individual or so from from their team is and they they bring the project to us and tell us hey look, we're working on these kind of things. What could we do different on this kind of yeah.
(00:49:43) - Interviewer: OK. Great. Yeah, that's actually, yeah. That's why. Yeah. Like I think I have to go a little bit deeper on that part too. Like, more of the political support is not obvious, but I've seen it like in the on the whole, all the whole, all the cities that have more advanced in the end is also because of that. And it's kind of like a requirement.
(00:50:01) - Sensing Lab PM: M.
(00:50:05) - Interviewer: So yeah, I have to go deeper into like explaining that that part too. Yeah, I think I'm. I'm I'm quite well with what we have for now. I don't know if you want to add anything else or like feel something that you want to share that could. Help me out on that on what I'm looking for, but I think I'm OK with it.
(00:50:29) - Sensing Lab PM: Hmm. Yeah, let's see. I have some notes here. No, I think that was pretty much it, yeah.
(00:50:39) - Interviewer: Something you just said, like when you go into a team and like sometimes one person is like more interested in in topics like this. Do you feel there's also? Uh, like how? How do you perceive it from the city? Like when you work with the city, like the teams from from the city, uh. In terms of uh capabilities. So maybe it's like more from like project management to technological capabilities. Is there like A is it well developed in Amsterdam or sometimes like there is a lack of like knowledge in some areas that will be useful into developing these things more?
(00:50:56) - Sensing Lab PM: Mm hmmmm. Mm hmm. Yeah. So that is a that is a huge, huge topic in itself. Is the whole idea of technological sovereignty. So are the people that work at the municipality even able to judge these technologies that they are using? And that is a big concern that we have ourselves, I think the compared to other municipalities am slam I think has quite a lot of capacity and is developing their own in House stuff. But yeah, at the same time they still use a lot of stuff from suppliers, also from large American suppliers. Where also they have very little say and then you know if they do sometimes also it's like you cannot make too many demands. I mean Amsterdam in itself is big, a smaller smaller municipality would struggle much more. So yeah, that that is. That can be a weak challenge in itself, where the municipality may be loses a bit of control by, especially by outsourcing, and sometimes it's just not feasible to develop everything in house. That's just it's not going to happen.
(00:52:25) - Interviewer: Mm.
(00:52:28) - Sensing Lab PM: But.
(00:52:29) - Interviewer: Yeah.
(00:52:30) - Sensing Lab PM: Yeah. For the rest, I think what I mentioned before with different cultures within the municipality, you see that sometimes a little bit as well with different teams that we work with. So for example, some teams are used to think more about these topics and also think more about the future. Others are a little bit more. Yeah, they, they they care less for these kind of topics quite in self where you when you for example, speak more to enforcers or whatnot and you bring up privacy issues. In my experience they sometimes are a little bit like, yeah, what? Well, we're the police. We should know every, you know not that not actually the police but they work with the police or whatnot. Yeah. We should all know all of these things and we we need to know all of these things we don't have bad intentions but then every once in a while you still hear about kind of well sorry to say but shitstorms happening where then things were misused or whatnot. Yeah.

(00:53:27) - Interviewer: Yeah, definitely. Umm, yeah, I think that's it. Is it? I was just thinking like in terms of privacy, there is a different context on on this topic. So like in transparency there is not like. A big law behind it, as it is from the GDPR like the GDPR, is pretty like very structured like more specific. So it like when you talk about privacy like you can always relate or then relate to like the I don't know more national application.
(00:53:45) - Sensing Lab PM: Yeah. Mm hmm.
(00:53:56) - Interviewer: But for transparency, it's like kind of like an area that it's not, it is regulated, but it's not as.
(00:54:02) - Sensing Lab PM: Let's yeah.
(00:54:04) - Interviewer: So that's another another element, but that I've been like seeing too, but I think that also I had to explore it more with like more maybe legal. Analysis there.
(00:54:17) - Sensing Lab PM: It it it is a thing. Yeah, we've seen it come back a little bit in, like, the pause at the latest acts that we've been reading where, for example, sorry.
(00:54:27) - Interviewer: The AA.
(00:54:28) - Sensing Lab PM: And yeah, well, that was one of them. But I don't think it was specified in there. It was the digital market sect or the Digital Services Act, where it also specified that these large public companies, for example, have to. Publish or or larger. Probably companies have to publish. The the mechanisms, or at least the characteristics of the algorithm that are using. For example, if Spotify suggests to you a certain song or certain band, they have to specify what criteria they use from you to make that, yeah, so these things are coming, but maybe a bit slower.
(00:54:56) - Interviewer: Yeah. I think it's digital services, yeah. Yeah. And I think it only applies for like. The special like for example, if it's like political advertisement, then it has to have something like that. But yeah, sometimes it's very specific, but still well.
(00:55:13) - Sensing Lab PM: Yeah. Yeah. So we, we, we ourselves keep an eye on these things, but we try to look a little bit more what is not legally already demanded anyway because they have to comply with that kind of stuff, but yeah.
(00:55:28) - Interviewer: Yeah, at least there is the push for advancing on those on those things.
(00:55:31) - Sensing Lab PM: Yeah.
(00:55:33) - Interviewer: But yeah, I don't think like that I I mean in the end that applies for big companies. I mean, tech companies more than public sector in itself. But yeah, I think that's another.
(00:55:45) - Sensing Lab PM: Alright, yeah.
(00:55:46) - Interviewer: Big issue, but thank you so much for your time.
And yeah, it's been really helpful. And yes, if you come up with any other ideas or like other projects that that are interesting. Please just share them away. I will be really appreciative of that.
(00:56:02) - Sensing Lab PM: Yeah. Yeah. No, I mean, I hope it was. I hope it was helpful indeed and I think. Yeah, but you can always check out our website and and write me an e-mail if you have found a project and want to know more about it or something like that. I I mean I will. I think of if I can think of some kind of project that might be interesting, but it's probably better for you to judge what is really interesting for you because I think sometimes maybe I'm still struggling with that.
(00:56:30) - Interviewer: Yes, of course. I I will write to then if I have more questions. So thank you very much for that too. Ummmm hmm. Bye. Bye. Have a great weekend.
(00:56:33) - Sensing Lab PM: Yeah, no worries, alright.
(00:56:38) - Sensing Lab PM: You too. Bye.
(00:56:39) - Interviewer: Bye.

VIII. a. Transcript Interview Transcript Interview CIO Open Administration Consortium Catalunya – Spanish (Original)

Name: Chief Innovation Officer of the Open Administration Consortium of a Region in Spain, Government digital transformation and algorithmic transparency expert
Date: May 14th, 2024
Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as *Algorithmic Transparency Expert (Cataluña).*
Language: Spanish (Original)

(0:0:38.610) - Interviewer: Que generan como claro como barreras o habilitantes para la transparencia.
(0:0:46.70) - Algorithmic Transparency Expert (Cataluña): ¿Correcto correcto no?
(0:0:46.590) - Interviewer: Y ahí han salido ciertas cosas.
(0:0:47.540) - Algorithmic Transparency Expert (Cataluña): Yo pero aquí hay un tema interesante. Os digo porque cuando llevas mucho tiempo en el sector público el hecho de que haya muy pocos casos de uso es muy ilustrativo de las barreras es decir que alguna cosa que digamos que hay mucha gente que hace discurso de que es muy importante la transparencia no? En en el ámbito de la inteligencia artificial cuando ves que hay tan pocas experiencias prácticas que ahora podemos entrar un poquito más en detalle y ya es un muy buen indicador de las barras es decir por qué Barcelona, a mí no me consta era si tienes algún proyecto concreto que tienes de Barcelona que te encantaría que me lo confirmaras.
(0:1:21.910) - Algorithmic Transparency Expert (Cataluña): ¿Pero por qué solo Ámsterdam o Helsinki, tienen registros de transparencia YYYY la gran mayoría de ciudades no pues hay un es que ya que demuestra que hay una serie de dificultades no? para avanzar a nivel a nivel de Barcelona.
(0:1:37.430) - Algorithmic Transparency Expert (Cataluña): Me contabas que por proyectos sí a tú sí que te consta que tienen algún alguno algo hecho a nivel de transparencia algorítmica.
(0:1:45.380) - Interviewer: En bueno en en en Barcelona pasa que mi. ¿Cómo se EH?
(0:1:53.610) - Interviewer: Bueno yo estoy hablando con la que la quiera encargada. Antes la Paula Bonet.
(0:1:59.90) - Algorithmic Transparency Expert (Cataluña): No la no la conozco.¿Vale?
(0:1:59.580) - Interviewer: Del ella estaba a cargo de la parte de de derechos digitales como el vínculo entonces con la con la con la coalición y de lo que me contaba es más que ellos tienen como un una especie de framework o de forma de trabajar para abordar proyectos entonces es no es algo como está no es un estándar sino es más bien una forma de cómo analizar si es que los algoritmos que se utilicen efectivamente están dentro de una lógica de justa YY no fallas.
(0:2:28.270) - Algorithmic Transparency Expert (Cataluña): Sí sí pero no trabajamos mucho con el Ayuntamiento de Barcelona Eh? Pero pero independiente que la metodología de desarrollo de proyectos que puede ser la que tu comentas al final la gracia la transparencia agónica es que se haga público. Si estoy abierto sea transparente el

análisis que has dicho tú del algoritmo, si no se hace ese ejercicio yo creo que que bueno. Es sinceramente que simplemente tienes que confiar en que ellos lo han hecho pero pero estamos precisamente. En el de partida la desconfianza por lo tanto lo que tenemos que hacer las misiones es generar confianza. Lo digo porque yo a nivel práctico lo hemos estado siguiendo no me consta en mi y a nivel estatal has dicho que si has dicho que sí que que has encontrado ejemplos a nivel de de países de de gobiernos centrales.
(0:3:22.780) - Algorithmic Transparency Expert (Cataluña): ¿Vale? Sí.
(0:3:16.50) - Interviewer: Bueno lo que me lo que me ha pasado es que en esta en esta investigación efectivamente lo que más he encontrado es el caso de de Ámsterdam como que destaca YY que donde efectivamente está el algoritmo ahora no con un nivel de aplicación que llega AA completar como la los objetivos de la política inicial o sea no es que exista un uso tan transversal del de estos como algo o sea que que exista tanta contabilidad y de parte de los ciudadanos con estos abiertos Eh? Entonces sí igual se ve limitado.
(0:3:47.430) - Interviewer: 50 y en muchas partes lo que existe sí son más esto mismo que pasa en Barcelona pasivamente que es como estos.
(0:3:53.710) - Interviewer: Declaraciones más a nivel de policía de qué es lo que esperamos exactamente lo que decía?
(0:4:0.400) - Algorithmic Transparency Expert (Cataluña): Exacto declaraciones. Declaraciones hay muchas YYYY aplicación práctica es lo que nosotros hemos contrastado en eso sí hemos encontrado un par de ejemplos más, 1 en el Reino Unido y otro en Francia que han hecho un ejercicio de transparencia jurídica.No sé si es si son ciudades y gobiernos centrales. Ahora mismo lo tendría, que mirar pero también nosotros queremos diferenciar que la transferencia algorítmica para nosotros va dirigida al ciudadano no es una una transferencia técnica para expertos en y por los porque se trata de nuestro objetivo al menos tal como lo entendemos nosotros es generar confianza en la ciudad y que el ciudadano entienda cómo se están utilizando sus datos cómo si se puede. Tenemos un sistema que te ayude a tomar decisiones como cuál es el proceso no de entrenamiento o cómo funciona el algoritmo.
(0:4:47.70) - Algorithmic Transparency Expert (Cataluña): El caso de este Reino Unido y de Francia es un algoritmo es muy muy tecnológicos o muy muy para expertos Eh? Que no tienen un lenguaje de enfermo pero bueno dicho esta introducción.
(0:4:56.950) - Algorithmic Transparency Expert (Cataluña): Pues si quieres comenzamos por los por tus preguntas Eh? Por las cuestiones por por tanto hay quieres comentar?
(0:5:3.220) - Interviewer: Sí igual creo que podríamos seguir en ese punto porque me interesa mucho. He estado también revisando cierta literatura que plantea aquí por ejemplo quienes más se benefician de mecanismos de transparencia son en algunas partes quienes menos conocen sobre Eh el sobre los mecanismos de transparencia y sobre lo que se obtiene de ella.
(0:5:25.430) - Algorithmic Transparency Expert (Cataluña): Sí claro. Ahora mismo todos yo creo que estamos todos en comenzando y es muy difícil evaluar el beneficio EH? De estos algoritmos , nosotros lo hacemos por por convicción porque consideramos que los derechos digitales los derechos de ciudadanos son muy importantes y que en este ámbito de la inteligencia artificial tengo que hacer un esfuerzo adicional de de digo de transparencia no y de pedagogía. Pero da igual el impacto.
(0:5:53.130) - Algorithmic Transparency Expert (Cataluña): Estamos comentando incluso caso de Ámsterdam sí que hemos analizado que tiene una web que son muy muy atractiva. Ah los casos de uso básicamente si no recuerdo mal porque esto sobre todo lo ha validado una persona en mi equipo están centrados en, son diferentes casos de uso pero con un solo tecnología que son los chats los asistentes virtuales.

(0:6:12.490) - Algorithmic Transparency Expert (Cataluña): YYYY sí que hay diferentes casos de uso pero son diferentes Chatbots es decir que al final los riesgos el todo es lo mismo simplemente están replicando el mismo análisis para para para los diferentes champs. No nosotros ahí sí que tenemos 3 casos de uso documentados y son 3 totalmente diferentes. Comenzamos por el de chatbots que básicamente copiamos todo lo que aprendimos de administración que se después.
(0:7:0.380) - Algorithmic Transparency Expert (Cataluña): Hemos hicimos 1 en el ámbito de ayudas sociales que no nos sirvió el la metodología de administración quizás quedó corta porque era a nivel de analizar los diferentes tipos de riesgo solo contemplaba unos básicos que en el caso de Chatbots eran suficientes pero para otros ámbitos ya no eran suficientes y después se lo hemos hecho con 1/3 algoritmo que sistema de reconocimiento facial?
(0:6:58.740) - Interviewer: ¿Te puedo preguntar qué riesgos?
(0:7:1.360) - Algorithmic Transparency Expert (Cataluña): Sí si quieres lo lo mira si si miramos el tema de si quieres lo podemos porque ahora hace días que que déjame en un entrar un segundo en el de Ámsterdam.
(0:7:11.720) - Algorithmic Transparency Expert (Cataluña): Amsterdam si si te fijas Ámsterdam han. Sí y miramos. Porque será incluso un poquito más rápido si la miramos al revés y después te puedes comparar con el nuestro.
(0:7:34.400) - Algorithmic Transparency Expert (Cataluña): Y vamos a un caso de uso concreto un segundo EH?
(0:7:37.970) - Algorithmic Transparency Expert (Cataluña): ¿Video fue cambiado la web?
(0:7:37.790) - Interviewer: Si lo quieres presentar también está está diciendo.
(0:7:39.940) - Algorithmic Transparency Expert (Cataluña): Sí te lo te lo te lo enseño sí.
(0:7:50.750) - Algorithmic Transparency Expert (Cataluña): No para mí te reporten ellos en cable. ¿Un segundo EH? Pero lo estoy buscando.
(0:8:18.620) - Algorithmic Transparency Expert (Cataluña): Comento EH voy a decir sin que no sé en qué transporte.
(0:8:47.590) - Algorithmic Transparency Expert (Cataluña): ¿En un momento Eh? Que a ver si te los encuentro porque hace hace mucho que han cambiado un poquito la web y me cuesta un poquito encontrar. Está buscando ahora de.
(0:8:58.930) - Interviewer: Bueno el de El de Ámsterdam aún están en formato beta.
(0:9:3.480) - Algorithmic Transparency Expert (Cataluña): De Ámsterdam sí pero bueno pero tienen varios documentados y el de Helsinki porque no encuentro ahora el de Helsinki. El detalle … Standard Standard Template comentaré a ver. Pues sí no veo hace días que no entraba y veo que hay 1 más. Te comparto la pantalla es un segundo.
(0:9:27.870) - Interviewer: Mhm.
(0:9:35.160) - Algorithmic Transparency Expert (Cataluña): Es en su estándar original que te digo hace días que no lo miraba. Ellos miran asi dejas en esta estructura, que está muy bien hecho EH?
(0:9:44.960) - Algorithmic Transparency Expert (Cataluña): Nosotros ya digo nos ha sido muy útil aquí en la supervisión humana, human oversight, sí pero a nivel de riesgos ellos solo hablan de non discrimination, ponen como derecho de riesgo Non-discrimination y nosotros consideramos que aquí hay muchos más riesgos que se tienen que analizar si vamos a nuestro a ver si te lo explico bien un momento porque ahora tengo un pequeño problema con con nuestra página web que se me ha quedado detrás de.
(0:10:22.450) - Algorithmic Transparency Expert (Cataluña): Y vamos a los ejemplos concretos a ver si lo tenemos bien documentado.

(0:10:29.300) - Algorithmic Transparency Expert (Cataluña): Estos son los documentos estos son los conclusión del estudio, contenido de la ficha, solución propuesta espera que te lo pase te lo pondré en en castellano. Si vamos al caso de. El modelo ficha y si vamos al caso de reconocimiento por ejemplo facial que es ubno de los complicados que hemos hecho. Aquí hay una parte de documentación general del servicio. Beneficios contacto que esto es muy parecido a una parte de datos que también es idéntico lo que ha trabajado. ¿Procesamiento de sus datos cómo funciona? Es y aquí por ejemplo hay la supervisión humana que también es igual que en Ámsterdam.
(0:11:16.510) - Algorithmic Transparency Expert (Cataluña): Aquí hablamos de una parte un apartado de cumplimiento normativo del sistema. ¿Hay unas normas y unas leyes a cumplir ahí vamos creo que vamos me parece Eh? Tendrás que comprar un poquito más lejos y hay diferentes normas obligaciones que hay que comprar y después a nivel de de de de riesgos o de derechos ellos han se han focalizado. La no no discrimination sí de acuerdo.
(0:11:38.770) - Interviewer: Mhm.
(0:11:41.350) - Algorithmic Transparency Expert (Cataluña): Hemos a ampliado algunos otros campos Eh? Todo el tema de privacidad libertad de elección Protección de Datos. Este es otro segundo bloque de 3 riesgos adicionales que hemos considerado y que yo no tengo presente.
(0:12:4.540) - Interviewer: Sí.
(0:11:54.400) - Algorithmic Transparency Expert (Cataluña): Ahora tenía que hacer una ley muy de muy detallado que estos otros derechos que estén estén analizados en este otro algoritmo quizá por la tipología del algoritmo no es necesario porque igual no están tratando datos personales pero nuestro caso en este caso es un sistema de reconocimiento facial. Sí que sí que es especialmente importante por lo tanto hemos ampliado los derechos. Que analizamos en que que se cumplen Eh Eh?
(0:12:26.360) - Interviewer: Mhm.
(0:12:25.880) - Algorithmic Transparency Expert (Cataluña): Insisto que aquí son 3 bloques aunque la privacidad está dentro de Protección de Datos pero es de datos es mucho más EH? Algorithmic Transparency Expert (Cataluña): De datos es derecho por ejemplo al olvido Eh? O es derecho a supresión? Por lo tanto hay depresión de datos entre la privacidad en tema de libre elección. Es decir que ciudadanos no tiene que por ejemplo estar obligado a utilizar este servicio si quiere tiene que tener alternativas para obtener el servicio público sin que por ejemplo se requiera a acceder a sus datos biométricos.
(0:13:1.790) - Interviewer: Claro.
(0:12:52.290) - Algorithmic Transparency Expert (Cataluña): Siempre es un una ampliación que hemos hecho y veo que aquí hay alguna más que son los temas de seguridad del sistema que tenemos como derecho el tema de que el sistema sea seguro que nadie te pueda manipular nadie te pueda suplantar nadie pueda por ejemplo bloquear el sistema para que no lo puedas utilizar y no puedas ejercer tu derecho pero cuando la seguridad es importante y ahí está la seguridad y robustez EH? Que la robustez sería que En este sentido ecosistema pues esté siempre disponible cuando tu necesitas y no sé si algún derecho más.
(0:13:24.30) - Algorithmic Transparency Expert (Cataluña): Bueno el tema de transparencia el derecho de entendemos humano a conocer cómo funciona el sistema no y que sea entendible explicarle el derecho también a poder AA Derecho o la obligación de la administración a rendir cuentas a explicar no en, en él quisimos el funcionamiento las auditorías periódicas los controles que se aplican. AA periódicamente no tenemos que también es otro derecho de la de la de la de la ciudadanía. Hemos ampliado un poco con algunos derechos adicionales. El caso original de de de Ámsterdam. Esto lo hemos

recopilado básicamente de las guías de gerentes guías pero creo que una de las que más han utilizado estaba en mis conoces el mist? ¿Quiénes son?
(0:14:11.330) - Interviewer: No.
(0:14:12.200) - Algorithmic Transparency Expert (Cataluña): No en este es 1 de los organismos más importantes que hay en el sector público a nivel mundial a la hora de definir estándares en servicios digitales se llama National Institute of Standards and Technology. Es del Gobierno de Estados Unidos y lo que hace es continuamente guías que nos permiten al resto de gobiernos aunque no sean obligatorias de cómo aplicar las mejores. Ah políticas públicas a los servicios digitales en este caso por ejemplo ellos hacen 1 de los temas que miramos a la hora de. La seguridad de los robustez del sistema pues 1 de los 1 de las cosas que reunirse es evaluar diferentes algoritmos y certificar su calidad Eh? Hacemos análisis muy muy rigurosos y por ejemplo si nosotros utilizamos un último reconocimiento facial ellos nos dan una garantía de que se de que los que ellos han analizado que han hecho digo pruebas muy intensivas pues tienen un nivel de calidad o de acierto del 99% que no hay problemas de discriminación por temas o de edad o de raza o lo que sea etcétera etcétera. El hecho de utilizar algoritmos que han estado certificados o analizados por por vuestro organismo público internacional nos da mucha más confianza y este para nosotros es un elemento de decir bueno: el algoritmo que utilizamos aparte de nuestro análisis de riesgo, qué certificación certificaciones tienes o quién lo ha auditado? No y por lo tanto esto implica en que nos garantiza, el hecho de utilizar estos algoritmos auditados pues la no discriminación la una garantía no de de mayor privacidad o una garantía de mayor seguridad de robustez del algoritmo no?
(0:15:54.890) - Interviewer: ¿Y que encuentra? ¿Crees que la existencia de estos restos certificaciones que apoya entonces como la operacionalización de la transparencia?
(0:16:7.60) - Algorithmic Transparency Expert (Cataluña): En lo que nos ayuda mucho es aplicar la la la la la máxima transparencia lo que nos da es garantías de que estos los algoritmos que estamos utilizando pues funcionan bien no? Entonces esto un tema de más operativo tengo eso pero era tu perspectiva de transparencia. Una perspectiva de tener la confianza de que está algoritmo funciona bien por tanto no es un criterio también es siempre que podemos aplicar. Utilizamos algoritmos que han estado a auditados o certificados EH porque es muy complicado Eh? Haber sido algoritmo funciona siempre bien es decir lo que tenemos es que tenemos a muchos de estos algoritmos. Son cajas negras yyyy tú no sabes la respuesta que te va a dar y por lo tanto si alguien ha hecho un análisis muy intensivo de la calidad de respuestas por eso te da más confianza pero no es que ayude a mejorar la transparencia pero yo creo que sí que ayuda a mejorar la confianza que puede tener un ciudadano. Es decir bueno pues es un algoritmo que no es no ha desarrollado cual cualquier empresa sin ningún tipo de control auditoría o supervisión EH? sino que ha pasado por un organismo que tiene mucha reputación internacional pues entiendo que pude.
(0:17:19.560) - Interviewer: Mhm es más entonces como en la parte como de accountability que más que como rendición de cuentas en el fondo.
(0:17:26.410) - Algorithmic Transparency Expert (Cataluña): Es una parte de rendición de cuentas pero claro esto de cara al ciudadano le quizá lo puede costar un poco más entender porque al final no conoce quién es el NIST. Tampoco lo conocías unos y no tiene por qué conocerlo a nosotros que nos da la confianza de que es algoritmo pues pues está funcionando razonablemente o está sonando muy bien. Aparte de eso nos hacemos nuestros a controles etc. Controles de calidad YY auditorías de calidad. Eh complementarias Eh?
(0:17:54.780) - Interviewer: Mhm.

(0:17:55.390) - Algorithmic Transparency Expert (Cataluña): Pero bueno en todo caso a nosotros a nivel de transparencia algo única. Y a insisto Eh creo que tenemos que ir evolucionando a utilizar solo algoritmos que hayan sido validados auditados EH? Por organismos que confianza. Bueno yo creo que lamento de Protección de Datos o la de artificial inteligence de pasó el Parlamento Europeo. Define que para los algoritmos de alto riesgo, que tienen que que pasar por estas auditorías y certificaciones para que estoy organismos que tienen que hacer este trabajo. No no están operativos Eh?
(0:18:26.60) - Interviewer:
Claro claro sí lo lo que lo que he visto igual que pasa es que de repente en la elección de de cuáles usar ya vienen como de proveedores previos entonces las ciudades no es como es mucho más fácil. Él sí que se existe una conciencia de que hay que tomar en consideración todos estos elementos. Ya es más fácil la selección pero si es que ya son proveedores en los que con los que ya se viene trabajando es más dificil.
(0:18:48.140) - Algorithmic Transparency Expert (Cataluña): Correcto correcto y en todo caso, por la versatilidad del Registro, se trata después de Transparentar Eh? Pues todo todo todo lo relativo al algoritmo, en este caso pues porque hemos escogido este algoritmo, pues cuando decimos una educación pública pusimos como criterio que hubiera estado auditado previamente por este organismo NIST para para poder ser utilizado por la administración pública de Cataluña.
(0:19:15.420) - Interviewer: Perfecto.
(0:19:15.170) - Algorithmic Transparency Expert (Cataluña): Mhm entonces aquí aquí simplemente pues a nivel de lo que te contaba en nuestro caso te vuelvo a compartir. Es que hemos ampliado un poco no? Bueno un poco. Hemos te digo si volvemos al al al caso de de. De Ámsterdam que ahora me espera un segundo igualemos a caso de Ámsterdam? Pues ellos se centraban en el básicamente en el en los derechos de no discriminación Eh? Ellas en este análisis de nosotros hemos ampliado con otros perros y que después hacen un análisis de riesgos como minimizan pero cómo minimizan riesgo Management? Este riesgo de no discrimination?
(0:19:58.480) - Interviewer: Ajá.
(0:20:0.270) - Algorithmic Transparency Expert (Cataluña): Entendemos que hay bastantes más riesgos Eh?
(0:20:1.330) - Interviewer: Perfecto.
(0:20:0.270) - Algorithmic Transparency Expert (Cataluña): Entonces aquí lo que te comentaba es que nuestra ficha que hemos elaborado de tenemos como gestión de riesgos la igualdad. Todos estos EH? De aquí están en catalán pero bueno soy yo creo que se pueden entender.
(0:20:14.270) - Interviewer: Sí sí siendo lo suficientemente cercano hace ya.
(0:20:17.360) - Algorithmic Transparency Expert (Cataluña): Sí sí sí.
(0:20:19.720) - Interviewer: Y usted entonces para entender un poco como un paso previo que era lo que primero tenía que entender que ustedes como como consorcio apoyan entonces a la ciudad de Cataluña en este proceso o entregan más como los estándares.
(0:20:32.30) - Algorithmic Transparency Expert (Cataluña): Sí las dos nosotros somos una agencia pública que nos dedicamos a ayudar a las administraciones catalanas a todas a tanto Gobierno regional como los ayuntamientos a impulsar su transformación digital dentro de este ámbito de transformación digital y todo el tema de inteligencia. Datos inteligencia es lo que nosotros hacemos más que apoyar estamos servicios es decir cuando. ¿Estábamos comentando espera EH? Vuelvo a la página web aquí en nuestra página esta es la nuestra que tenemos varios algoritmos no vamos a ver chat bots qué hacemos con un Chatbot? Pues no les ofrecemos servicios administraciones catalanas servicios como en la nube por ejemplo todo el portal de tramitación electrónica toda la

web de tramitación electrónica todo el portal de transparencia o el portal de datos de la mayoría de ayuntamientos de Cataluña. Utilizar nuestros servicios que es un servicio compartido es un servicio en la nube es un usas es decir tu vas a la web. De muchos ayuntamientos encontrarás una web que pone el logo del ayuntamiento. El nombre pero esa web la hemos la gestionamos nosotros con un servicio estandarizado. Entonces en todas estas webs normalmente tenemos más de 1000 administraciones, lo utilizan para dar soporte por ejemplo no simples damos servicio de chat Bot y hemos complementado este servicio por ejemplo de de portal de transparencia con un chatbot para que te ayude a encontrar mejor la información o un servicio de tema de cómo obtener de de soporte cuando tienes incidencias con un chat Bot para que te ayude a resolver los problemas.
(0:22:21.220) - Algorithmic Transparency Expert (Cataluña): Y aquí tenemos varios chats en varios en varios casos de ayuda pero si tú ya te digo tú vas a la A una web de una determinado ayuntamiento vamos a ver vamos a probar un segundo, un ayuntamiento que se llama Llagostera. Portal de transparencia. Yo si si vamos a. A este ayuntamiento entrarás en una página web en de entrada en y al el. ¿Esta web se la hemos se la ofrecemos nosotros le damos nosotros el servicio EH? Se la gestionamos nosotros, de ahora voy a entrar en detalles como una forma muy ágil y automática pero aquí hay un chat bot de ayuda de soporte pues este servicio tanto la página web como este chat Bot son servicios nuestros. Por lo tanto no apoyamos a aquellos infantes y nosotros lo com es un servicio en la nube que nosotros estamos echar both para para todos estos ayuntamientos que lo tienen incrustado en lo tienen enlazado en su web EH?
(0:23:11.290) - Interviewer: Perfecto perfecto.
(0:23:13.60) - Algorithmic Transparency Expert (Cataluña): Sí eso lo hacemos en en diferentes ámbitos. Chatbots en tema de reconocimiento facial para obtener una identificación digital o tema de de de ayudas sociales tengo.
(0:23:28.310) - Algorithmic Transparency Expert (Cataluña): El qué más dime. ¿Dime dime perdona?
(0:23:35.650) - Interviewer: No no nada que estaba yendo volviendo como al a mi pregunta principal como de la investigación que son como esta o barreras o habilitantes. ¿En qué? ¿Qué han evidenciado ustedes al momento de aplicar alguna de estas de estas herramientas EH?
(0:24:9.350) - Algorithmic Transparency Expert (Cataluña): Y sí claro.
(0:23:54.410) - Interviewer:
En en la lógica esto de de transparencia porque es mi focos esto en en términos de Del tema es es más fácil por el hecho de que ustedes ya han hecho el trabajo previo de por ejemplo ver que estos algoritmos en específico tengan como ciertos estándares o ciertos mínimos entonces en el momento en que le prestan servicio.
(0:24:12.810) - Algorithmic Transparency Expert (Cataluña): Sí sí. A ver barreras no hay ninguna gran barrera EH? Si no hay trabajo y voluntad y priorización es decir yo lo en todo caso que mi equipo hemos predicado este tema porque tenemos que es importante y lo hacemos no solamente para los algoritmos de riesgo alto que es lo que exige ahora el nuevo Reglamento europeo de inteligencia artificial sino también para otros como Chatbots. Esros consideran de riesgo bajo. Es un tema de trabajo y tiempo por lo tanto me cuesta entender que haya tan pocas experiencias porque al final como ves es un es un trabajo de documentación y de análisis con está muy estructurado la ficha en base de ejemplo de Helsinki de Ámsterdam no tiene ningún secreto del análisis en el caso de chats por ejemplo. Nosotros casi copiamos todo el contenido de Helsinki Ámsterdam por tanto tanto en Cataluña Eh? Por ejemplo ayuntamiento Barcelona que tiene su propio Chatbots muchos ayuntamientos tienen Chatbots de soporte pues no tienen no no veo ninguna razón importante por la cual no no publiquen en la ficha de transparencia asociada a estos

Chatbots. En otros casos como de reconocimiento facial son más complicados hay entiendo que hay más trabajo pero en este caso y que haya precedentes no? De Ámsterdam y Helsinki que nos han hecho el trabajo para entendernos pues es básicamente copiar copiar enganchar y adaptar EH? Personalizar alguna parte del contenido?
(0:25:29.840) - Interviewer: Claro.
(0:25:28.660) - Algorithmic Transparency Expert (Cataluña): No pero todo esto es en este caso el Chatbot es es que Analizas el contenido de de Ámsterdam o Helsinki. Es muy muy parecido fácilmente que hay enlaces concretos nuestros, no pero lo demás es muy muy parecido porque está muy bien hecho.
(0:25:44.660) - Interviewer: Claro sí es es más como de.
(0:25:44.930) - Algorithmic Transparency Expert (Cataluña): Por tanto yo no sé de ninguna barrera importante Eh? Lo que sí que veo es mucho discurso un poco de intentar vender que se hacen cosas en Inteligencia artificial pero no se dedican muchas energías a hacer más marketing que a trabajar los cimientos de la inteligencia artificial. Y eso pues la verdad no es un poco decepcionante? Sí.
(0:26:12.60) - Interviewer: Sí lo que lo que he estado viendo o por lo menos lo que ha salido en en el gym site es que también hay restricciones sobre todo con los proveedores y eso es lo que estoy tratando de meter entender como cuando existe una dependencia con los proveedores con los proveedores tecnológicos.
(0:26:24.160) - Algorithmic Transparency Expert (Cataluña): Ahora sí sí sí pero esto es un trabajo. Tiene que hacer la administración. Nosotros aquí nuestro proveedor en este caso tenemos un proveedor aquí que hemos documentado que eres porque es una buena práctica documentarlo pero el proveedor no ha intervenido para nada EH? En en esta ficha en nuestros proveedores no intervino para nada en los 3 casos hemos hecho todo internamente porque entendemos que esto no es un trabajo de proveedor es un trabajo de que tiene que hacer el sector público de rendición de cuentas y de transparencia Eh? Y no puede estar diésemos en ningún momento contaminado con la visión particular que pueda tener un proveedor estamos analizando precisamente los riesgos que tiene ese proveedor EH? Con su solución por tanto no no habría un conflicto de intereses si ellos participan en la redacción del de esta ficha Eh?
(0:27:13.800) - Interviewer: Claro no no no sí no no es como en el en el diseño mismo del mecanismo de transferencia sino como en la provisión en general de servicio en donde como dice la lógica de de austeridad y de outsourcing que va creciendo entonces de repente existen ciertos servicios que están. Externalizados por ejemplo?
(0:27:32.730) - Algorithmic Transparency Expert (Cataluña): Sí.
(0:27:32.100) - Interviewer: Bueno todo lo todo el todo lo que se vincula. Por ejemplo la selección de cepas territorios para la administración de las policías. Entonces eso viene por una plataforma en la que en algún momento se externalizó porque si no sería mucho más fácil el hacerlo transparente directamente cierto? Entonces ahí viene como el este conflicto de de la caja negra en donde estos proveedores dicen como estos básicamente esa es nuestra valor diferenciador entonces por eso no lo pueden hacer público lo que hace que desde la parte de la administración pública no puedan frente.
(0:28:0.170) - Algorithmic Transparency Expert (Cataluña): Bueno bueno Eh? Bueno aquí no entramos en ningún problema diésemos de de copyright EH? Es decir estamos lo que estamos explicando es una filosofía más global. Yo insisto quien contrata es la administración quien es el responsable final es la administración quien tiene que garantizar los derechos de ciudadanos también es la propia administración el propio Gobierno y por lo tanto sí aquí hay derechos de autor en cada una de estas soluciones EH? Hay pero pero es decir lo que estamos aplicando aquí no le supone ningún flow conflicto de de de que le estamos diésemos? Ah Estuviesemos a descubriendo cuál es su

funcionamiento. Además son tampoco lo sabemos. Es decir, sabemos que funcionan bien estos algoritmos como este reconocimiento facial. Pero EH? Lo que explicamos aquí que es una visión ciudadana no hay ningún conflicto con con los con dijimos con estos con el cómo se llama esto con con el conocimiento experto que tiene esa empresa EH? No hay ningún conflicto es una cosa más alto nivel te explica cómo funciona? Pero ese funcionamiento estandarizados que es que no no ya te digo no. No hay ningún problema de que quien ERE de competencia o descubrimiento de secretos ni nada son cosas mucho más mucho más básicas Eh?. Aparte muchos de estos procedimientos por ejemplo este reconocimiento facial está está pautado está está regulado en España y en Europa y por lo tanto la forma de funcionar. Que explicamos pues los elementos básicos ya están predefinidos simplemente aquí lo estamos un poco más de detalle no por lo tanto allí los proveedores no tenía que ser ninguna ningún no tenía que suponer ningún freno. Es decir al final es voluntad.
(0:29:45.750) - Algorithmic Transparency Expert (Cataluña):
Ya te digo es voluntad es priorizar este tema que se considere que es importante y es dedicarle dedicarle el tiempo es un esfuerzo y un trabajo YYYY es cierto y vosotros? Estamos analizando a fondo de experiencias y Eh y es la verdad es que es decepcionante que hay organismos muy importantes aquí en España que están especializados en el tema de inteligencia artificial en la integración en la desarrollo de pilotos organismos públicos EH? Nosotros hemos les hemos pedido información sobre si han hecho ese esfuerzo este esfuerzo y no lo han hecho y es decepcionante porque estos mismos los representantes de estos organismos cuando van a conferencias lo que hacen es explicar la importancia de la experiencia algorítmica. No dices bueno pues para nosotros consideramos que es fundamental pues pues si podemos es decir que liderar desde el desde el ejemplo no es decir aquello que exiges a los demás que te lo apliques su primero en tu casa no? Y en este caso es un es un tema curioso.Hay hay poquísimas experiencias hablamos también con el el Centro Europeo que hay en Sevilla. De transparencia Algorítmica Eh hay que nos dijeron que tenían también estaban trabajando en este estaban en proceso como como te han comentado otros organismos sí pero no eso hablé con ellos hace un año y aún no he visto que hayan publicado. Ah no no sabes hay este centro en Sevilla? Eh? No sé si lo conoces. Hay un centro en en Sevilla Europea la Unión Europea cree aprobó crear en Sevilla un Centro Europeo de transparencia Algorítmica. Y después en España decidió crear otro segundo solamente de carácter español en Vigo y ninguno de los dos ha día de hoy está. ¿No? Bueno no yo no he visto ningún resultado de su trabajo aún.
(0:31:33.720) - Interviewer: Perdón estoy buscando.
(0:31:35.430) - Algorithmic Transparency Expert (Cataluña): Sí sí esto es. Centro Sevilla transparencia polémica. No presentaron la siguiente hace un año bueno más de un año. AA bombo y platillo Eh Eh? No sé si ves. Ah perfecto pero encontré. Esto lo anunciaron en esta noticia no pone la fecha aquí. Esto fue la presentación De hecho 18 de abril de 2023 hace 11 poco más de un año. Por los centros es que nos tendría que ayudar, porque aquí la cuestión es cómo esto claro esto lo tenemos que hacer todos los organismos públicos en en en España hay 15000 organismos públicos y todo este esfuerzo tenemos que hacer todos porque todos vamos a acabar utilizando o no algoritmos. Como esto no lo estandarizamos y soportemos pues pues ahora mismo nosotros nos consta que yo los lo consigue Amsterdam, el Europeo Reino Unido y una experiencia en Francia pero que no está pensada para el ciudadano. Nos experiencia aquí en Cataluña de Unaa YYYY no conocemos ninguna más. A nivel práctico EH? Seguramente hay alguna más pero vamos siguiendo pero pero no no no no lo conocemos.
(0:33:2.630) - Interviewer:

Lo que yo estaba tratando de investigar es como que elementos más estructurales por ejemplo que exista un un área específica como en términos de transferencia algoritmo y está como que se haga cargo dentro de la organización si eso efectivamente tiene un un impulso.
(0:33:19.720) - Algorithmic Transparency Expert (Cataluña): Bueno. Para todos hay muchos. Hay organismos grandes que han creado sus comités de ética de inteligencia artificial. Barcelona, etcétera. Pero yo creo que todos están en una fase incipiente inicial, que estan eun proceso, me da la sensación - yo participo en alguno de ellos Eh? De aquí Cataluña - que estan está en la fase más de reflexión Y de lo que hacemos nosotros somos como somos más practitioner más vamos a la aplicación práctica. Somos menos de comités y más de hacer, no? Ir a la práctica y aprender del learning by doing, no aprender a base es lo que no hemos creado ningún registro ni comité, pero hemos empezado a construir estos registros de algoritmos, estamos utilizando básicamente 3 y tenemos varios más que estamos en pruebas de concepto que cuando estén maduros pues también lo lo publicaremos.
(0:34:19.230) - Interviewer: Mhm sí, bueno y eso también creo que es como eso no me había salido antes pero también como el tener algún repositorio previo no como el repositorio previo, en sí mismo sino como una lógica de aprendizaje de Know-How. ¿Puede ser un facilitador?
(0:34:34.820) - Algorithmic Transparency Expert (Cataluña): Claro pero aquí lo que ayuda, nos ha ayudado muchísimo la experiencia de Ámsterdam y Helsinki para comenzar. Porque al principio no sabes muy bien por dónde empezar entonces aquí lo importante es tener un modelo. Entonces hemos hecho nuestro comenzando con en base a lo de Helsinki y Amsterdam y hemos ampliado y es una estructura de una ficha muy sencilla. AY sobre todo que importante es qué riesgos analizas? Ámsterdam tiene una, nosotros hemos incluido 5 categorías de riesgo que creemos que tenemos que analizar periódicamente pero sí la ficha te ayuda mucho a la estructura en este caso. mis tiene su ficha de no estar en algorítmica. Tienes ha sido de lo hemos utilizado como referencia para hacer para definir este nivel de riesgos. El dist la OCD. Hay varios otros organismos internacionales que han definido modelos de ficha. Ah por tanto este tener la estructura ayuda tener ejemplos prácticos de cómo se aplica ayuda muchísimo porque a la gente le cuesta mucho comenzar desde cero. ¿Entonces si vienes aquí y ves qué quiere decir con por ejemplo la información de contacto qué es lo que tenemos que poner? O cuando hablamos de conjuntos de datos. ¿Que qué es lo que tienes que informar? Pues bueno qué datos estás tratando? Simplemente de detallar los datos y qué tipología de datos estás utilizando procesamiento de datos qué qué dice? ¿Qué significa esto? ¿Pues? Significa explicar qué los datos que estás gestionando cuál es el flujo de esos datos y qué trata qué tipo de tratamiento de datos se hacen en cada una de las fases del del dato. No pues esto también tener ejemplos te ayuda mucho para poder acelerar la implantación. Eh? ¿Qué entendemos por supervisión humana EH? Supervisión humana, que significa que se tiene que siempre hay una persona controlando? que es un muestreo, que son simplemente auditorías. Bueno pues tener ejemplos también de ya te digo te te te va ayudando a poder rellenar estos apartados la parte más importante es entender qué significan estos riesgos que consideramos que son los más importantes no a analizar qué significa igualdad y no discriminación. ¿Qué significa? Pues esto si lo ves en base a ejemplos pues también es un buen referente de, para facilitar el despliegue en otras administraciones.
(0:36:59.230) - Interviewer: Super en estoy tratando de ver de los otros elementos porque estoy así nombrándote los que los que voy en en el en el framework.
(0:37:10.690) - Algorithmic Transparency Expert (Cataluña): Sí. ¿A nivel de tiempo Mariana tengo unos 15 minutos más EH? ¿Vale? Sí.

(0:37:19.930) - Interviewer: Que sí yo o sea igual creo que ya ya tenemos y como para mí lo más importante son como llegar a estos a esta como en el fondo lista. En contraste entre los habilitadores y las y las limitantes.
(0:37:31.920) - Algorithmic Transparency Expert (Cataluña): Claro. Más de lo que mencionamos. ¿Como habilitadores con como habilitadores que no hemos hablado y yo diría que por 1 por 1 lado ahí tenemos el Reglamentos, que nos obliga solamente para los algoritmos de riesgo alto que son pocos EH, Pero el tema de reconocimiento facial es 1 de ellos habitadores. Esa es una habilitador. ¿Ah claro qué otros habilitadores hay? Yo creo que habría otro habilitador que tenía que haber pero estoy ya depende de cada organización. Es el grado de importancia que le des a generar confianza en en en en los ciudadanos a la hora de utilizar estos servicios que utilizan algoritmos, los esto lo hemos considerado que es muy importante teniendo en cuenta todo cierta esta este cierta preocupación, que que que existe. No, no y porque los medios de comunicación hablan mucho de los cuando hay problemas y cuando hay incidencias etcétera. Se va. Nosotros le hemos dado un nivel de importancia muy relevado. Yo creo que cuando hablamos con los organismos públicos, todos le damos mucha importancia Eh? Hay que generar confianza pero claro una cosa es decirlo otra cosa es hacer una declaración de intenciones. Y otra cosa es hacer una estrategia de inteligencia artificial que por ejemplo pues hay diferentes organismos que han aprobado y otra cosa es ejecutar esa estrategia y llegar a hacer el registro Eh?. Entonces aquí es donde pues hay mucha gente que se queda simplemente en la parte más de la declaración de intenciones EH? ¿Que no en la parte de porque tu trabajo no es muy complicado de hacer estas fichas. Y nosotros aquí defendemos que estas fichas se tienen que tienen que hacer para todos los algoritmos, como te decía antes pero por ejemplo consideramos que tiene que ser proporcional es decir no es lo mismo el análisis, el esfuerzo que tienes que hacer el análisis en algoritmo de nivel de riesgo alto, que de nivel bajo, que tiene que ser proporcional y un Chatbot de nivel bajo pues tiene que ser un riesgo pues pues más tiene que ser un análisis pues puede ser menos menos exhaustivo no menos detallado no?.
(0:39:42.470) - Interviewer: ¿Y cómo ves el el aparte? ¿Como más de de apoyo puede ser como poco político, como desde las autoridades de la de la ayuntamiento como crees que se puede ser como una, puede ser algo drástico que lo haga llevar a que haya más interés?
(0:39:57.20) - Algorithmic Transparency Expert (Cataluña):
Sí nosostros lo hecho a nivel técnico sin ningún tipo de preocupación política. ¿Sí que vemos que hay interés político en vender que se está haciendo esto EH? Se pero porque por ejemplo hay algunos ayuntamientos aquí Cataluña que ya han han anunciado que crean su registro y han anunciado a bombo y platillo en la en medios de comunicación. ¿Entonces sí que puede ayudar ese esa esa parte política a que esto se lleve a cabo porque hay un interés en de de visualizar no que que se está trabajando en este sentido pero la la cuestión de fondo es por qué no se hace más?. Entonces, entonces por lo que es al es decir OK yo ayer no te puedo dar mucha información porque nosotros queremos hecho pero la cuestión es qué significa arremangarse, no?, significa hacer un esfuerzo de trabajo y significa priorizar y en todo caso pues estas organizaciones que han anunciado y no lo han llevado a la práctica, es también porque han priorizado otras cosas pero sí que es una ayuda el interés político pero pero pero ya ya lo han hecho es decir Barcelona ya hice una estrategia de inteligencia artificial y hecho declaraciones diciendo que va a generar un registro en la práctica, yo no sé de no encontrar ningún ejemplo. La generalidad de Cataluña también ha hecho lo mismo, el Gobierno del Estado de España. También lo ha hecho, El Centro de transparencia de Sevilla también ha anunciado, es decir que la parte política ya ha hecho su parte de impulso inicial pero después por lo que sea, y de ahi se me escapa un poco los detalles, pues no lo lleva, no ha llevado la práctica.

(0:41:37.120) - Interviewer: ¿Claro sí no? Sí es efectivamente es lo que es como mi mi base del problema. Y con eso quería meterme más en las justificaciones de por qué no existen más dado que existe tanto interés.
(41:47.790) - Algorithmic Transparency Expert (Cataluña): En pero es un cierto interés bastante selectivo. Es decir, los ciudadanos. ¿Todo esto le cuesta mucho entenderlo? ¿Pues no lo hacemos por convicción, pero no tenemos ningún tipo de presión ciudadana, sí que los ciudadanos están preocupados, pero no tenemos ninguna presión ciudadana para ser más transparentes en en los algoritmos. Ninguna. Nosotros tenemos diferentes canales de escucha activa con los ciudadanos. Encuesta de satisfacción tenemos un portal de ideas y propuestas y sugerencias, no hay ninguna que haga referencia a la transferencia algorítmica, entonces, quizá aquí también hay un punto de partida que que es que, hay interés político para vender que se está haciendo esto, no hay una exigencia ciudadana o de entidades ciudadanas muy fuerte para que esto se lleve a la práctica y por lo tanto no se acaba priorizando.
(42:36.800) - Interviewer: Mhm, sí.
(42:36.770) - Algorithmic Transparency Expert (Cataluña): Pero es verdad que hay poquita presión ciudadana, por ejemplo, ciudadanía en bueno, en El Mundo hay muchas organizaciones. ¿Están pensando en la transparencia política? El o el uso ético y responsable de los algoritmos en Cataluña hace poco se crea una sección de la cual yo pertenezco, pero ya está haciendo muchas tareas de pedagógicas, pero yo creo que no ha hecho ninguna gestión de ir a de que ir y e insistir y presionar a los Gobiernos de Cataluña para que haga un esfuerzo.
(43:10.300) - Interviewer: Claro.
(43:7.990) - Algorithmic Transparency Expert (Cataluña): ¿Ah, en este ámbito, o sea, consideran que es más importante otras cosas, Eh? Esta asociación seguro, porque están haciendo muchas tareas, yo desde la misma perspectiva de servidor público de empleados públicos, que es importante.
(43:21.780) - Interviewer: En efecto, sí, sí, eso creo que ahí, ahí también hay. ¿Hay un elemento súper importante que creo que es mi de mis insights más grandes, como si es que no existe esa presión en el fondo de incentivo se diluye, Eh?
(43:37.670) - Algorithmic Transparency Expert (Cataluña): Es decir, eso permite que a nivel político se hagan anuncios y que después, en a nivel de tiempo, se vayan diluyendo. No, no se se se hará, Eh, pero no se halla, no se ejecuta corto plazo, sino que pase de se deje detrás de otras prioridades.
(43:56.80) - Interviewer: Mhm, yo estoy súper bien con lo con, con lo que la información que me diste y te agradezco muchísimo por tu tiempo. Si se te ocurre también cualquier otra cosa, o va saliendo algo en algún te lo agradecería infinito.
(44:5.500) - Algorithmic Transparency Expert (Cataluña): ¿Te lo comento y si tienes ya yo y aquí Mariana también, como tú estás analizando este tema, si ves que hay nuevos ejemplos prácticos, Eh? Pero que podamos, que estén visibles, Eh, que estén ya publicados de transparencia.
(44:22.290) - Interviewer: De todas maneras.
(44:19.330) - Algorithmic Transparency Expert (Cataluña): ¿Primera, pues te agradecería que me lo compartieras porque nos interesa, no? ¿Bueno, básicamente en el sector público tenemos una ventaja que podemos copiar de otras administraciones sin ningún problema y sin ningún pagar ningún, no hay, no hay copyright en el sector público, por lo tanto, nosotros muy bien para para aprender de los mejores, no?
(44:37.250) - Interviewer: Sí, de de todas maneras te voy compartiendo lo que lo que vaya apareciendo es de otro benchmark, muchas gracias.

(44:40.450) - Algorithmic Transparency Expert (Cataluña): Muy bien, muy bien, pues, muchísimas gracias Mariana, muy, muy interesante el tema, el máster que está realidad.
(44:48.110) - Interviewer: Muchas gracias y mucha suerte con todos sus proyectos.
(44:51.30) - Algorithmic Transparency Expert (Cataluña): Gracias, hasta luego, gracias.
(44:50.710) - Interviewer Gracias, muy bien, Chao Chao.

VIII. b. Transcript Interview CIO Open Administration Consortium Catalunya - – English (Translated)

Name: Chief Innovation Officer of the Open Administration Consortium of a Region in Spain, Government digital transformation and algorithmic transparency expert
Date: May 14th, 2024
Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as *Algorithmic Transparency Expert (Cataluña).*
Language: English (Translated)

(0:0:38.610) - Interviewer: That generates as clear as barriers or enablers for transparency.
(0:0:46.70) - Algorithmic Transparency Expert (Catalonia): Correct right?
(0:0:46.590) - Interviewer: And there are certain things that have come out.
(0:0:47.540) - Algorithmic Transparency Expert (Catalonia): I but there is an interesting issue here. I'm telling you because when you've been in the public sector for a long time, the fact that there are very few use cases is very illustrative of the barriers, that is to say that there are some things that let's say that there are a lot of people who talk about how important transparency is, isn't it? In the field of artificial intelligence when you see that there are so few practical experiences that we can now go into a little bit more detail and it's already a very good indicator of the barriers i.e. why Barcelona, I don't know if you have a specific project that you have from Barcelona that you would love to confirm it for me.
(0:1:21.910) - Algorithmic Transparency Expert (Catalonia): But why is it that only Amsterdam or Helsinki, they have transparency records YYYY the vast majority of cities don't because there is an es that already shows that there are a series of difficulties no? to advance at the level of Barcelona.
(0:1:37.430) - Algorithmic Transparency Expert (Catalonia): You were telling me that in terms of projects, yes, you do know that they have done something in terms of algorithmic transparency.
(0:1:45.380) - Interviewer: Well, in Barcelona it happens that my. How do you EH?
(0:1:53.610) - Interviewer: Well I'm talking to whoever is in charge of it. Before Paula Bonet.
(0:1:59.90) - Algorithmic Transparency Expert (Catalonia): No, I don't know her, okay?
(0:1:59.580) - Interviewer: She was in charge of the part of digital rights as the link then with the coalition and what she was telling me is that they have a kind of framework or a way of working to approach projects so it is not something like a standard but rather a way of analysing if the algorithms that are used are effectively within a logic of fairness and not failures.
(0:2:28.270) - Algorithmic Transparency Expert (Catalonia): Yes yes but we don't work much with the Barcelona City Council Eh? But independent of the methodology of project development, which may be the one you are talking about, in the end the grace of agonic transparency is that it is made public. If I am open to the analysis of the algorithm that you mentioned, if this exercise is not carried out, I think it's good. It is sincerely that you simply have to trust that they have done it but but we are precisely. In the starting point of mistrust, therefore what we have to do as missions is to build trust. I say that because at a practical level we have been following it I don't know about myself and at the state

level you said that you have said that you have found examples at the level of countries of central governments.
(0:3:22.780) - Algorithmic Transparency Expert (Catalonia): OK? Yes.
(0:3:16.50) - Interviewer: Well, what has happened to me is that in this research, what I have found most is the case of Amsterdam, where the algorithm is not really applied to a level that reaches AA to complete the objectives of the initial policy, in other words, it is not that there is such a cross-cutting use of these as something that there is so much accountability and that there is so much accountability on the part of citizens with these open ones, eh? So yes, it is still limited.
(0:3:47.430) - Interviewer: 50 and in many places what exists is more of the same thing that happens in Barcelona passively that is like this.
(0:3:53.710) - Interviewer: Statements more at the police level of what exactly do we expect what you were saying?
(0:4:0.400) - Algorithmic Transparency Expert (Catalonia): Exactly statements. There are many declarations YYYY practical application is what we have contrasted in that we have found a couple of examples, 1 in the United Kingdom and another in France that have done an exercise of legal transparency, I don't know if they are cities and central governments. I would have to look at it right now, but we also want to differentiate that the algorithmic transfer for us is aimed at the citizen, it is not a technical transfer for experts in and for those because our objective, at least as we understand it, is to generate trust in the city and for the citizen to understand how their data is being used, and how it can be used. We have a system that helps you make decisions like what is the process not training or how does the algorithm work.
(0:4:47.70) - Algorithmic Transparency Expert (Catalonia): The case of this UK and France is an algorithm is very very very technological or very very very for experts Eh? That they don't have a sick language but well said this introduction.
(0:4:56.950) - Algorithmic Transparency Expert (Catalonia): Well, if you want to start with the questions you ask, eh? For the questions therefore there are you want to comment?
(0:5:3.220) - Interviewer: Yes, I think we could continue at that point because I am very interested. I've also been looking at some of the literature here that says for example those who benefit the most from transparency mechanisms are in some places the ones who know the least about transparency mechanisms and what they get out of it.
(0:5:25.430) - Algorithmic Transparency Expert (Catalonia): Yes, of course. Right now I think we are all starting and it's very difficult to evaluate the benefit EH? Of these algorithms, we do it out of conviction because we consider that digital rights and citizens' rights are very important and that in this field of artificial intelligence I have to make an additional effort of transparency and pedagogy. But it doesn't matter what the impact is.
(0:5:53.130) - Algorithmic Transparency Expert (Catalonia): We are even commenting on the case of Amsterdam, which we have analysed, which has a website that is very, very attractive. Ah the use cases basically if I remember correctly because this has been validated mainly by a person in my team are focused on, they are different use cases but with a single technology which are the chats and the virtual assistants.
(0:6:12.490) - Algorithmic Transparency Expert (Catalonia): YYYYY yes there are different use cases but they are different Chatbots that is to say that in the end the risks are the same, they are simply replicating the same analysis for the different champs. No, we do have 3 documented use cases and they are 3 totally different. We started with the chatbots which we basically copied everything that we learned from administration that we did afterwards.

(0:7:0.380) - Algorithmic Transparency Expert (Catalonia): We have done 1 in the area of social aid that did not help us because the administration methodology was perhaps not enough because it was at the level of analysing the different types of risk, it only contemplated some basic ones that in the case of chatbots were sufficient but for other areas they were no longer sufficient and then we have done it with 1/3 algorithm that facial recognition system?
(0:6:58.740) - Interviewer: Can I ask you what risks?
(0:7:1,360) - Algorithmic Transparency Expert (Catalonia): Yes, if you want to look at it, if you want to look at it, if you want to look at it, we can look at it because now it's been days since I've been able to enter the Amsterdam one for a second.
(0:7:11.720) - Algorithmic Transparency Expert (Catalonia): Amsterdam if you look at Amsterdam have. Yes and we look. Because it will be even a little bit faster if we look at it the other way around and then you can compare it with ours.
(0:7:34.400) - Algorithmic Transparency Expert (Catalonia): And let's go to a specific use case a second EH?
(0:7:37.970) - Algorithmic Transparency Expert (Catalonia): Video was the web changed?
(0:7:37.790) - Interviewer: If you want to present it is also saying.
(0:7:39.940) - Algorithmic Transparency Expert (Catalonia): Yes, I'll show it to you, yes.
(0:7:50.750) - Algorithmic Transparency Expert (Catalonia): Not for me to report them in cable. A second EH? But I'm looking for it.
(0:8:18.620) - Algorithmic Transparency Expert (Catalonia): I comment EH I am going to say without that I do not know in which transport.
(0:8:47.590) - Algorithmic Transparency Expert (Catalonia): In a moment Eh? Let's see if I can find them for you because they've changed the website a little bit and it's a little bit difficult for me to find them. You are now searching for.
(0:8:58.930) - Interviewer: Well the Amsterdam one is still in beta format.
(0:9:3.480) - Algorithmic Transparency Expert (Catalonia): From Amsterdam yes but well but they have several documented and the one from Helsinki because I can't find the one from Helsinki now. The detail ... Standard Standard Standard Template I will comment to see. Well, yes, I haven't seen it for days and I see that there is 1 more. I share with you the screen is a second.
(0:9:27.870) - Interviewer: Mhm.
(0:9:35.160) - Algorithmic Transparency Expert (Catalonia): It's in its original standard which I tell you I haven't seen for days. They look at so you leave in this structure, which is very well done EH?
(0:9:44.960) - Algorithmic Transparency Expert (Catalonia): As I said, it has been very useful for us here in human oversight, human oversight, yes, but in terms of risks, they only talk about non-discrimination, they put Non-discrimination as a risk right, and we consider that there are many more risks that have to be analysed if we go to our website, and I will explain it well for a moment because now I have a small problem with our website that I have been left behind.
(0:10:22.450) - Algorithmic Transparency Expert (Catalonia): And let's go to the concrete examples to see if we have it well documented.
(0:10:29.300) - Algorithmic Transparency Expert (Cataluña): These are the documents, these are the conclusion of the study, the content of the file, the proposed solution, wait for me to pass it to you, I'll put it in Spanish. If we go to the case of. The model sheet and if we go to the case of facial recognition, for example, which is one of the most complicated that we have done. Here there is a part of general documentation of the service. Benefits contact that this is very similar to a data part which is also identical what

you have worked on. processing of your data how does it work? It is and here for example there is the human supervision which is also the same as in Amsterdam.
(0:11:16.510) - Algorithmic Transparency Expert (Catalonia): Here we are talking about a compliance part of the system. There are rules and laws to be complied with there, I think we are going, I think it seems to me Eh? You will have to buy a little bit further and there are different rules and obligations to buy and then at the level of risk or rights they have focused on. The no no no discrimination yes okay.
(0:11:38.770) - Interviewer: Mhm.
(0:11:41.350) - Algorithmic Transparency Expert (Catalonia): We have expanded some other fields Eh? The whole issue of privacy freedom of choice Data Protection. This is another second block of 3 additional risks that we have considered and that I am not aware of.
(0:12:4.540) - Interviewer: Yes.
(0:11:54.400) - Algorithmic Transparency Expert (Catalonia): Now I had to make a very detailed law that these other rights that are analysed in this other algorithm, maybe because of the typology of the algorithm it is not necessary because maybe they are not dealing with personal data but our case in this case is a facial recognition system. Yes, it is particularly important, therefore we have extended the rights. What do we analyse in what is Eh Eh?
(0:12:26.360) - Interviewer: Mhm.
(0:12:25.880) - Algorithmic Transparency Expert (Catalonia): I insist that here there are 3 blocks although privacy is within Data Protection but data is much more EH? Algorithmic Transparency Expert (Cataluña): Data is the right to be forgotten, for example, Eh? Or is it the right to erasure? So there is data depression between privacy and free choice. That is to say that citizens do not have to for example be obliged to use this service if they want to have alternatives to obtain the public service without for example being required to access their biometric data.
(0:13:1.790) - Interviewer: Sure.
(0:12:52.290) - Algorithmic Transparency Expert (Catalonia): It is always an extension that we have made and I see that here there are some more issues that are the security issues of the system that we have as a right the issue that the system is secure so that nobody can manipulate you nobody can impersonate you nobody can for example block the system so that you cannot use it and you cannot exercise your right but when security is important and there is security and robustness EH? That robustness would be that In this sense the ecosystem is always available when you need it and I don't know if there are any other rights.
(0:13:24.30) - Algorithmic Transparency Expert (Catalonia): Well the issue of transparency the right of we understand human to know how the system works not and that it is understandable to explain the right also to be able to AA Right or the obligation of the administration to be accountable to explain not in, in it we wanted the functioning the periodic audits the controls that are applied. AA periodically we do not have that also is another right of the of the of the of the citizenship. We have expanded a little bit with some additional rights. The original case of Amsterdam. This we've basically compiled from the managers guides but I think one of the ones that they've used the most was in my do you know the mist? Who are they?
(0:14:11.330) - Interviewer: No.
(0:14:12.200) - Algorithmic Transparency Expert (Catalonia): No, this is one of the most important bodies in the public sector worldwide when it comes to defining standards in digital services, it's called the National Institute of Standards and Technology. It belongs to the United States Government and what it does is to continually provide guidelines that

allow the rest of the governments, although they are not obligatory, to apply the best ones. Ah public policies to digital services in this case for example they do 1 of the issues that we look at when it comes to. The security of the robustness of the system as 1 of the 1 of the things we meet is to evaluate different algorithms and certify their quality Eh? We do very rigorous analyses and for example if we use a facial recognition algorithm, they give us a guarantee that the ones that they have analysed, that they have done very intensive tests, have a level of quality or 99% accuracy, that there are no problems of discrimination by subject or age or race or whatever, etcetera etcetera etcetera. The fact that we use algorithms that have been certified or analysed by your international public body gives us much more confidence and for us this is an element of saying well: the algorithm that we use apart from our risk analysis, what certification do you have or who has audited it? No and therefore this means that it guarantees us, the fact that we use these audited algorithms means that non-discrimination is not a guarantee of greater privacy or a guarantee of greater security of the robustness of the algorithm, right?
(0:15:54.890) - Interviewer: And what do you find, do you think that the existence of these remains certifications that supports then like the operationalisation of transparency?
(0:16:7.60) - Algorithmic Transparency Expert (Catalonia): What helps us a lot is to apply the maximum transparency, which gives us guarantees that the algorithms that we are using are working well, right? So this is a more operational issue, I have that, but it was your perspective of transparency. A perspective of having confidence that this algorithm works well so it's not a criterion is also always one that we can apply. We use algorithms that have been to audited or certified EH because it is very complicated Eh? Having been algorithm always works well i.e. what we have is that we have a lot of these algorithms. They are black boxes and you don't know what answer they are going to give you and therefore if someone has made a very intensive analysis of the quality of the answers it gives you more confidence but it doesn't help to improve transparency but I think it does help to improve the confidence that a citizen can have. So it's an algorithm that has not been developed by just any company without any kind of control, audit or supervision, but it has gone through an organisation that has a great international reputation, so I understand that it can.
(0:17:19.560) - Interviewer: Mhm it's more like accountability than accountability in the background.
(0:17:26.410) - Algorithmic Transparency Expert (Catalonia): It is a part of accountability but of course this might be a bit more difficult for citizens to understand because in the end they don't know who NIST is. Nor do some of them and there is no reason for them to know about it, which gives us the confidence that the algorithm is working reasonably well or is sounding very good. Apart from that we do our own checks etc. Quality controls and quality audits. Eh complementary Eh?
(0:17:54.780) - Interviewer: Mhm.
(0:17:55.390) - Algorithmic Transparency Expert (Catalonia): But well in any case for us at the level of transparency something unique. And I insist Eh I think we have to evolve to use only algorithms that have been validated and audited EH? By trustworthy bodies. Well I think that I regret that the Data Protection or the artificial intelligence of passed the European Parliament. It defines that for high-risk algorithms, that they have to go through these audits and certifications so that they are bodies that have to do this work. They are not operational Eh?
(0:18:26.60) - Interviewer:
Of course of course yes what I've seen is that all of a sudden in the choice of which ones to use they already come from like previous suppliers so the cities it's not like it's much easier. He does that there is an awareness that you have to take into consideration all these

elements. It is already easier to make the selection but if they are already suppliers that you are already working with, it is more difficult.
(0:18:48.140) - Algorithmic Transparency Expert (Catalonia): Correct correct and in any case, because of the versatility of the Registry, it is then a question of Transparency Eh? Well everything everything related to the algorithm, in this case because we have chosen this algorithm, because when we say a public education we put as a criterion that it had been previously audited by this NIST body in order to be used by the public administration of Catalonia.
(0:19:15.420) - Interviewer: Perfect.
(0:19:15.170) - Algorithmic Transparency Expert (Catalonia): Mhm, so here I simply share with you what I was telling you in our case. It's just that we've expanded a little bit, right? Well, a little bit. We have told you if we go back to the case of. From Amsterdam that now awaits me a second let's go back to the case of Amsterdam? Well they focused on the basically on the on non-discrimination rights Eh? They in this analysis of we have expanded with other dogs and then they do a risk analysis how do they minimise but how do they minimise risk Management? This risk of non-discrimination?
(0:19:58.480) - Interviewer: Uh-huh.
(0:20:0.270) - Algorithmic Transparency Expert (Catalonia): We understand that there are quite a few more risks, eh?
(0:20:1.330) - Interviewer: Perfect.
(0:20:0.270) - Algorithmic Transparency Expert (Catalonia): So here what I was telling you is that our file that we have developed is that we have equality as risk management. All these EH? From here they are in Catalan but well I think they can be understood.
(0:20:14.270) - Interviewer: Yes yes being close enough already.
(0:20:17.360) - Algorithmic Transparency Expert (Catalonia): Yes yes yes yes.
(0:20:19.720) - Interviewer: And you then to understand a little bit as a previous step that was what you first had to understand that you as a consortium support then the city of Catalonia in this process or deliver more like the standards.
(0:20:32.30) - Algorithmic Transparency Expert (Catalonia): Yes we are a public agency that is dedicated to helping the Catalan administrations to all the regional government and the city councils to boost their digital transformation within this area of digital transformation and the whole issue of intelligence. Data intelligence is what we do more than just support we are services that is to say when. We were commenting wait EH? I go back to the website here on our website this is ours we have several algorithms we are not going to see chat bots what do we do with a Chatbot? Well we do not offer them services Catalan administrations services such as cloud services for example the entire portal of electronic processing the entire website of electronic processing the entire portal of transparency or data portal of the majority of municipalities in Catalonia. Using our services, which is a shared service, is a cloud service, which means that you go to the website. In many councils you will find a website that puts the logo of the council. The name but that website is managed by us with a standardised service. So in all these websites normally we have more than 1000 administrations, they use it to give support for example we don't give simple chat bot service and we have complemented this service for example of transparency portal with a chatbot to help you to find better information or a service of how to get support when you have incidents with a chat bot to help you to solve the problems.
(0:22:21.220) - Algorithmic Transparency Expert (Catalonia): And here we have several chats in several in several cases of help but if you go to a website of a certain city council we are going to try a second one, a city council called Llagostera. Transparency portal. I if if we are going to. To this city council you will enter in a web page in of entrance in

and to the the. This web we have it we offer it we give it we give it us the service EH? We manage it, now I will go into details as a very agile and automatic way but here there is a chat bot for help and support because this service both the website and this chat bot are our services. So we don't support those infants and we com it's a cloud service that we're throwing both for all these city councils that have it embedded in they have it linked on their website EH?
(0:23:11.290) - Interviewer: Perfect perfect perfect.
(0:23:13.60) - Algorithmic Transparency Expert (Catalonia): Yes, we do that in different areas. Chatbots in terms of facial recognition to obtain a digital identification or in terms of social aid, I have.
(0:23:28.310) - Algorithmic Transparency Expert (Catalonia): What else tell me. Tell me tell me excuse me?
(0:23:35.650) - Interviewer: No no nothing I was just going back to my main question like from the research that are like this or barriers or enablers. In what? What have you evidenced when applying any of these EH tools?
(0:24:9.350) - Algorithmic Transparency Expert (Catalonia): And yes of course.
(0:23:54.410) - Interviewer:
In in the logic this of transparency because it is my focuses this in terms of From the topic is it is easier because of the fact that you have already done the previous work of for example seeing that these specific algorithms have like certain standards or certain minimums then at the moment they are servicing you.
(0:24:12.810) - Algorithmic Transparency Expert (Catalonia): Yes, yes. Let's see there are no big barriers EH? If there is no work and will and prioritisation, that is to say that my team and I have preached this issue because we believe it is important and we do it not only for high-risk algorithms, which is what the new European Regulation on artificial intelligence now requires, but also for others such as Chatbots. These are considered low risk. It is a matter of work and time, so I find it hard to understand that there are so few experiences because in the end, as you can see, it is a work of documentation and analysis with a very structured file based on the example of Helsinki of Amsterdam, which has no secret of the analysis in the case of chatbots for example. We almost copied all the content of Helsinki Amsterdam so much in Catalonia Eh? For example, Barcelona City Council has its own Chatbots. Many city councils have Chatbots for support, so they don't have them, I don't see any important reason why they don't publish them in the transparency sheet associated with these Chatbots. In other cases such as facial recognition are more complicated there I understand that there is more work but in this case and that there are precedents no? From Amsterdam and Helsinki who have done the work for us to understand us it is basically copy copy copy hook and adapt EH? Customise some of the content?
(0:25:29.840) - Interviewer: Sure.
(0:25:28.660) - Algorithmic Transparency Expert (Catalonia): No but all this is in this case the Chatbot is that you analyse content from Amsterdam or Helsinki. It's very very similar easily that there are concrete links of ours, no but the rest is very very very similar because it's very well done.
(0:25:44.660) - Interviewer: Sure yeah it's more like from.
(0:25:44.930) - Algorithmic Transparency Expert (Catalonia): So I don't know of any major barriers, eh? What I do see is a lot of talk, a bit of trying to sell that things are being done in artificial intelligence but not a lot of energy is devoted to marketing rather than working on the foundations of artificial intelligence. So isn't that a bit disappointing? Yes.
(0:26:12.60) - Interviewer: Yeah what I've been seeing or at least what's been coming out on the gym site is that there are also restrictions especially with the suppliers and that's

what I'm trying to get my head around like when there is a dependency with the suppliers with the technology suppliers.
(0:26:24.160) - Algorithmic Transparency Expert (Catalonia): Now yes yes yes yes but this is a job. It has to be done by the administration. We here our supplier in this case we have a supplier here that we have documented that you are because it is a good practice to document it but the supplier has not intervened at all EH? In this file in our suppliers did not intervene at all in the 3 cases we have done everything internally because we understand that this is not a supplier's job it is a job that the public sector has to do of accountability and transparency Eh? And it cannot be at any time contaminated with the particular vision that a supplier may have we are analysing precisely the risks that this supplier has EH? With their solution therefore there would not be a conflict of interest if they participate in the drafting of this fiche Eh?
(0:27:13.800) - Interviewer: Sure no no no no yes no no it's not like in the design of the transfer mechanism itself but like in the general provision of service where as the logic of austerity and outsourcing is growing then suddenly there are certain services that are. Outsourced for example?
(0:27:32.730) - Algorithmic Transparency Expert (Catalonia): Yes.
(0:27:32.100) - Interviewer: Well everything that is linked. For example the selection of strains territories for the administration of the police. So that comes from a platform where at some point it was outsourced because otherwise it would be much easier to make it transparent directly, right? So that's where the conflict of the black box comes in, where these providers say that basically that's our differentiating value, so that's why they can't make it public, which means that the public administration can't cope with it.
(0:28:0.170) - Algorithmic Transparency Expert (Catalonia): Well well Eh? Well here we don't enter into any copyright problem. That is to say, what we are explaining is a more global philosophy. I insist that whoever contracts is the administration, whoever is ultimately responsible is the administration, whoever has to guarantee the rights of citizens is also the administration itself, the government itself, and therefore, yes, here there is copyright in each of these solutions EH? There is, but what we are applying here does not involve any flow of conflict of what we are giving you? Ah We would be discovering what is its functioning. Besides, we don't know either. I mean, we know that these algorithms like this facial recognition work well. But EH? What we explain here that is a citizen's view there is no conflict with the with the with we said with these with the with the what is this called with with the expert knowledge that that company has EH? There is no conflict is a higher level thing explains to you how it works? But that standardised functioning that is that no no I tell you no. There is no problem that who ERE of competition or discovery of secrets or anything are things much more much more basic Eh?. Besides, many of these procedures, for example, this facial recognition is regulated in Spain and in Europe and therefore the way it works. We explain that the basic elements are already predefined, but here we are a bit more detailed, so there the basic elements are already predefined.
providers did not have to be any, it did not have to be a brake. That is to say, in the end it is will.
(0:29:45.750) - Algorithmic Transparency Expert (Catalonia):
I'm telling you it's will is to prioritise this issue that is considered to be important and to dedicate time to it is an effort and a job YYYY is it true and you? We are thoroughly analysing experiences and Eh and the truth is that it is disappointing that there are very important organisations here in Spain that are specialised in the subject of artificial intelligence in the integration in the development of pilots in public organisations EH? We have asked them for information on whether they have made this effort and they have

not, and it is disappointing because the representatives of these organisations themselves, when they go to conferences, explain the importance of algorithmic expertise. You don't say well for us we consider that it is fundamental because if we can say that leading by example is not to say that what you demand of others that you apply it to yourself first at home, right? And in this case it is a curious issue, there are very few experiences, we also talked to the European Centre in Seville. There is Algorítmica Eh transparency they told us that they were also working on this they were in the process as other organisations have told you yes but not that I spoke to them a year ago and I still haven't seen that they have published. Ah no, you don't know, there is this centre in Seville? I don't know if you know it. There is a centre in Seville. The European Union believes that the European Union has approved the creation of a European Centre for Algorithmic Transparency in Seville. And then in Spain it decided to create a second one in Vigo and neither of them is there today. No? Well no, I haven't seen any results of his work yet.
(0:31:33.720) - Interviewer: Sorry, I'm looking.
(0:31:35.430) - Algorithmic Transparency Expert (Catalonia): Yes yes this is it. Seville Centre for controversial transparency. They didn't present the next one a year ago well over a year ago. AA hype Eh Eh? I don't know if you see. Ah perfect but I found. This was announced in this news not put the date here. This was the presentation in fact 18 April 2023 just over a year ago. For the centres is that it would have to help us, because here the question is how this clear this we have to do all the public bodies in in in Spain there are 15000 public bodies and all this effort we all have to make because we are all going to end up using algorithms or not. As this is not standardised and supported, we know that Amsterdam, the European United Kingdom and an experience in France, but it is not designed for the citizen. We experience here in Catalonia of Unaa YYYYY we do not know any more. On a practical level EH? Surely there are some more but we are following but but no no no no no we don't know.
(0:33:2.630) - Interviewer:
What I was trying to investigate is like more structural elements for example that there is a specific area like in terms of algorithm transfer and it's kind of taking over within the organisation if that does indeed have a drive.
(0:33:19.720) - Algorithmic Transparency Expert (Catalonia): Well. There are many for everybody. There are large organisations that have set up their artificial intelligence ethics committees. Barcelona, etcetera. But I think that they are all in an initial incipient phase, that they are in a process, I have the feeling - I participate in some of them Eh? From here in Catalonia - that they are in a phase of reflection and of what we do, we are more practitioners and we go more towards practical application. We are less about committees and more about doing, right? We have not created any registry or committee, but we have started to build these registers of algorithms, we are basically using 3 and we have several more that we are in proofs of concept that when they are mature, we will also publish them.
(0:34:19.230) - Interviewer: Mhm yeah, well and that also I think that's like that hadn't come up before but also like having some prior repository not like prior repository, per se but like a Know-How learning logic. Can it be a facilitator?
(0:34:34.820) - Algorithmic Transparency Expert (Catalonia): Of course, but here what helps, the experience of Amsterdam and Helsinki has helped us a lot to start with. Because at the beginning you don't really know where to start, so the important thing here is to have a model. So we have made our own, starting from Helsinki and Amsterdam and we have expanded it and it is a very simple file structure. And above all, what is important is what risks do you analyse? Amsterdam has one, we have included 5 risk categories that we believe we have to analyse periodically but yes the sheet helps you a lot with the

structure in this case. my has its sheet of not being in algorithmic. You have been of what we have used as a reference to do to define this level of risks. The dist the OCD. There are several other international bodies that have defined token models. Ah so this having the structure helps having practical examples of how it is applied helps a lot because people find it very difficult to start from scratch. So if you come here and you see what do you mean by for example contact information what do we have to put? Or when we talk about datasets, what do you have to report? Well what data are you dealing with? Just detailing the data and what type of data you are using data processing what does it say? What does it mean? So? It means explaining what data you are managing what is the flow of that data and what kind of data processing is done in each of the data phases. No, so having examples also helps you a lot to speed up the implementation. What do we mean by human supervision EH? Human supervision, which means that there is always a person controlling? which is sampling, which is simply audits. The most important part is to understand what these risks mean, which we consider to be the most important, not to analyse what equality and non-discrimination mean. What does it mean? So if you look at this on the basis of examples then it's also a good reference for, to facilitate the deployment in other administrations.
(0:36:59.230) - Interviewer: Super in I'm trying to see of the other elements because I'm so naming you the ones that I'm going in the in the in the framework.
(0:37:10.690) - Algorithmic Transparency Expert (Catalonia): Yes. In terms of time Mariana I have about 15 minutes more EH? OK? Yes.
(0:37:19.930) - Interviewer: Yeah I mean I think we already have and like for me the most important thing is how to get these to this like at the bottom ready. In contrast between the enablers and the and the limiters.
(0:37:31.920) - Algorithmic Transparency Expert (Catalonia): Sure. More than what we mentioned. like enablers with like enablers that we haven't talked about and I would say that by 1 by 1 side there we have the Regulations, that constrains us only for high risk algorithms which are few EH, But the face recognition issue is 1 of them dwellers. That is one enabler. Oh yes, what other enablers are there? I think there would be another enabler that should be there but it is up to each organisation. It is the degree of importance that you give to building trust and confidence in citizens when using these services that use algorithms, we have considered this to be very important given all the certain concerns that exist. No, no, and because the media talk a lot about the when there are problems and when there are incidents and so on. It goes. We have given it a very high level of importance. I think that when we talk to public bodies, we all give it a lot of importance, eh? We have to generate trust, but of course it is one thing to say it, it is another thing to make a declaration of intent. And it is another thing to make an artificial intelligence strategy, which for example has been approved by different organisations, and it is another thing to execute that strategy and register it. So this is where there are a lot of people who are left with just the declaration of intentions, but not with the part of because your work is not very complicated to make these files. And we here defend that these files have to be made for all algorithms, as I said before, but for example we consider that it has to be proportional, that is to say that the analysis, the effort that you have to make the analysis in a high risk level algorithm is not the same as in a low level algorithm, that has to be proportional and a low level Chatbot has to be a risk because it has to be a more analysis because it can be less exhaustive, not less detailed, no?.
(0:39:42.470) - Interviewer: And how do you see the apart, like more of support can be like a little bit political, like from the city council authorities like do you think it can be like a, it can be something drastic that makes it lead to more interest?
(0:39:57.20) - Algorithmic Transparency Expert (Catalonia):

Yes we did it on a technical level without any kind of political concern. Yes we see that there is political interest in selling that this is being done EH? Yes, but because for example there are some city councils here in Catalonia that have already announced that they are creating their registry and have announced it with great fanfare in the media. So yes, this political part can help this to be carried out because there is an interest in visualising that work is being done in this sense, but the basic question is why it is not done more? So, then, what it means is to say OK I can't give you much information yesterday because we want to do it but the question is what does it mean to roll up our sleeves, doesn't it, it means making a work effort and it means prioritising and in any case these organisations that have announced and haven't put it into practice, it is also because they have prioritised other things but it does help the political interest but they have already done it i.e. Barcelona has already made an artificial intelligence strategy and made statements saying that it will generate a register in practice, I don't know of I can't find any examples. The Generalitat of Catalonia has also done the same, the Government of the State of Spain. The Transparency Centre of Seville has also announced it, that is to say that the political part has already done its part of the initial impulse, but after that, it will be a very important step and that's where the details escape me a little bit, because he doesn't carry it, he hasn't carried out the practice.
(0:41:37.120) - Interviewer: Of course it is, isn't it? Yes it is indeed that's what my basis of the problem is. And with that I wanted to get more into the justifications for why they don't exist more given that there is so much interest.
(41:47.790) - Algorithmic Transparency Expert (Catalonia): In but it's a certain quite selective interest. I mean, citizens, is it hard for you to understand all this? So we don't do it out of conviction, but we don't have any kind of citizen pressure, yes citizens are concerned, but we don't have any citizen pressure to be more transparent in the algorithms. None. We have different channels of active listening with citizens. We have a portal for ideas and proposals and suggestions, there is none that refers to algorithmic transfer, so perhaps there is also a starting point here, which is that there is political interest in selling that this is being done, but there is no strong demand from citizens or citizens' organisations for this to be put into practice, and therefore it is not prioritised.
(42:36.800) - Interviewer: Mhm, yes.
(42:36.770) - Algorithmic Transparency Expert (Catalonia): But it's true that there is very little citizen pressure, for example, citizenship, well, in El Mundo there are many organisations. Are you thinking about political transparency? The ethical and responsible use of algorithms in Catalonia recently created a section to which I belong, but it is already doing a lot of pedagogical work, but I don't think it has done anything to go and insist and put pressure on the Catalan government to make an effort.
(43:10,300) - Interviewer: Sure.
(43:7,990) - Algorithmic Transparency Expert (Catalonia): Ah, in this area, I mean, they think that other things are more important, eh? This association for sure, because they are doing a lot of tasks, I from the same perspective of public servant of public employees, that is important.
(43:21.780) - Interviewer: Indeed, yes, yes, yes, I think that there, there's also, there's a very important element that I think is one of my biggest insights, like if there's no pressure on the incentive fund, it's diluted, huh?
(43:37.670) - Algorithmic Transparency Expert (Catalonia): I mean, that allows announcements to be made at the political level and then, in terms of time, they are diluted. No, it won't be done, Eh, but it won't be found, it won't be executed in the short term, but it will be left behind other priorities.

(43:56.80) - Interviewer: Mhm, I'm very happy with the, with the information you gave me and I thank you very much for your time. If you can think of anything else as well, or anything else comes up, I'd really appreciate it.
(44:5,500) - Algorithmic Transparency Expert (Catalonia): I'll tell you and if you have already and Mariana here too, as you are analysing this issue, if you see that there are new practical examples, Eh? But that we can, that they are visible, Eh, that they are already published on transparency.
(44:22.290) - Interviewer: In any case.
(44:19.330) - Algorithmic Transparency Expert (Catalonia): First of all, I would be grateful if you could share it with me because we are interested, right? Well, basically in the public sector we have an advantage that we can copy from other administrations without any problem and without paying any, there is no, there is no copyright in the public sector, therefore, we are very good to learn from the best, right?
(44:37.250) - Interviewer: Yes, anyway I'll share with you whatever comes up from another benchmark, thank you very much.
(44:40.450) - Algorithmic Transparency Expert (Catalonia): Very good, very good, well, thank you very much Mariana, very, very interesting topic, the master that is really happening.
(44:48.110) - Interviewer: Thank you very much and good luck with all your projects.
(44:51.30) - Algorithmic Transparency Expert (Catalonia): Thank you, see you later, thank you.
(44:50.710) - Interviewer Thank you, very well, Chao Chao.

IX. Transcript Former Data Protection Officer - DPO

Role: Former Data Protection Officer, second DPO of Amsterdam. Personal Data and Coordinating Senior Advisor of the Advisory Board on Public Access and Information Management
Date: July 1st, 2024
Research: Digital Rights, Transparency and Accountability in Local Governments. Identifying Governance Enablers or Barriers to Implementing Algorithmic Transparency and Accountability in the City of Amsterdam
Note: For simplicity, the interviewee will be mentioned in this transcript as ***Former (s) DPO***

Language: English

(0:12) - Former DPO: Yes, hi.
(0:14) - Interviewer: Yes, that that is working great. How are you?
(0:16) - Former DPO: So I'm good yes.Nice to meet you.
(0:20) - Interviewer: OK nice to meet you too. And thank you so much for the last moment.
(0:26) - Former DPO: Yeah but I was responding also a little bit late. I saw that you texted me or in the beginning of June and I didn't see it. So I was kind of busy. And then I thought I have time to check everything. And then I saw saw your request.
(0:26) - Interviewer: Interview.
(0:42) - Former DPO: So I hope I'm still in time for you.
(0:44) - Interviewer: Definitely. Thank you so much. I really appreciate it especially because well I'm actually already done but always the last validations are the best.So I'll I'll just like let you know a little bit about like the overall research.And then some questions about my findings.
(1:04) - Former DPO: Yes you were. You were.Taking notes I mean you have a recording you're recording the interview or.
(1:13) - Interviewer: Yes that's what I was asking. I was gonna ask if it's OK for recording and for the it's only for the transcription. For her? Yeah for like research.
(1:14) - Former DPO: Yes.Yes. For research. Yes. Yes I have to say because I'm not no longer working in Amsterdam so I'm just speaking on a personal title.About.I can reflect on your research but.My current current employer I'm working for is. I don't know if you know what's Sue is. It's an Advisory Board for.Public access and information management.I guess I wrote transparency but actually it's public access but.I'm not involved in research on algorithms in Amsterdam right now so I have to speak on a personal title if that's OK with you.
(2:06) - Interviewer: Definitely. For me it's more 'cause I'm. I was mapping the basically the history of the introduction of the policy from like the very early space which was not actually for what I got.Like the the initial parts where more about data edits and how that translated into for example the agenda of digital rights that it's like related to so from like mapping the history of policy introduction.
(2:29) - Former DPO: Yes.Yes.
(2:35) - Interviewer: And then through that history.Actually everyone. No no no. Because I also I also talk with the algorithmic team but there's a lot of people that are former like that previously worked in the city. So it's totally fine and it's not. And I'm I'm not looking for an official stand but more to understand that that policy intrigue.

(2:42) - Former DPO: Yes.Yes exactly.OK.OK.No because if I I have to take an official stand and I have to notify first my the Advisory Board what it's about they don't know. They don't know this research. So it's OK. I have to ask before we start.
(3:02) - Interviewer: Definitely defin.No I I appreciate it also and on on my side I I am not using names so it's like I'm you're so also doing it anonymously.
(3:10) - Former DPO: Yeah.OK.Yes.And what's the purpose of the research? For whom are you researching for? Is it your? Are you? Is it a thesis you said? Yeah.
(3:19) - Interviewer: As so.It is yeah yeah yeah it is. I I. So I'm. I'm studying a master in public sector innovation and E governance. It's an Erasmus Mundus master from.University of Leuven in Belgium.
(3:39) - Former DPO: Yeah.
(3:41) - Interviewer: The University of Minster in Germany and the Technological University in Tallinn in Estonia so.I've been moving every semester on this and this universities which very poor.
(3:52) - Former DPO: Interesting. Very interesting. Yeah. Yeah.
(3:55) - Interviewer: Yeah very demanding but also really cool. And this last semester I'm doing my thesis so I'm calling right now. I'm in. I'm in back in Germany now in Brooklyn.
(4:05) - Former DPO: Back in Germany and how did you come across the Amsterdam approach? I'm just curious before we start yeah.
(4:13) - Interviewer: And so well it's funny 'cause. I had worked before. Before everything back in Chile. I am from Chile.I worked in the government laboratory from the central government so that was like my initial part more in service design and then now I'm specialising more in the technology part. So from context through there there was a link to the status coalition of digital rights. So basically people that were working yeah on on on that agenda.
(4:32) - Former DPO: Yeah.Alright yeah.Yeah.
(4:44) - Interviewer: And what I did was to like like start understanding a mapping of like what the areas where and what are the actual policies inside and the first study I write it was like that the transparency element the transparency and accountability was the least developed by the Cities of the coalition.So I was like OK well that looks like a space that needed research and for what I've been looking at actually dies like there's not done much.
(5:10) - Former DPO: Yeah.Yeah interesting.
(5:13) - Interviewer: But but there's a lot of talk about it but.
(5:15) - Former DPO: Yeah. Interesting. Yeah that's interesting. Yeah.
(5:19) - Interviewer: And and it's been it's been really interesting also the fact that it's from the local level. I am personally very called by the local municipality level so. So yeah that's how it started and then.I am using this theoretical framework that it's basically how to understand policy.The enactment of technology and in this case it's both. It's like like in a way how do we deal with the risks of technology but also with technological?Tools like the algorithmic register that becomes.A very highlighted element in algorithmic transparency for Amsterdam.
(5:56) - Former DPO: Yes. Yeah. OK. Clear. Yeah that's where my questions before we start.
(6:03) - Interviewer: Yeah yeah. No that's perfect. That's that's like also like the general context of what we search.
(6:06) - Former DPO: I also saw different research but it was on political leadership and women I was very interested in. I saw a post yeah.

(6:14) - Interviewer: Yeah I'm. I'm well my my job right now. It's also like 'cause. It's like I have two sites. So I'm jumping into more a a political world which has been very interesting. I was especially dealing with.
(6:19) - Former DPO: Yeah.
(6:27) - Interviewer: Violence towards women in online spaces.So yeah it's it's very cool too.
(6:33) - Former DPO: I saw different research about political strategy and especially the use of AI for public policies and political strategies something like that. I was very interested in but I thought that was about that. At first I thought it was about that but it was about Amsterdam. Yeah OK.
(6:40) - Interviewer: Yeah I.You're not. No no no that that is that is my actual job. If you have any input on that too. I'm. I'm actually working on. I'm headed.
(6:56) - Former DPO: Yeah.I was starting reading it and I was like all kinds of questions popping up in my mind.
(7:05) - Interviewer: It was a very exploratory research actually. There's not much on it so not academic but we started looking into like what are the possibilities there 'cause it's risky and scary but.
(7:07) - Former DPO: Yeah yeah yeah yeah.No no.And I thought we were already doing it because we're using social media so and that's driven by algorithms as well. So that was my first remark.
(7:28) - Interviewer: Yes yes there's a lot there.
(7:29) - Former DPO: But OK.Yeah.
(7:31) - Interviewer: But so I I I'm not gonna go into like all the questions because like I have a lot already mapped. But first I would like to have from you like what is your link to Amsterdam what was your role when you were working for the city?
(7:38) - Former DPO: Yeah.Yes. Oh well I've worked in Amsterdam for a long time and I'm my background is legal.I have my university degree.I'm AI was in company lawyer and advisor legal advisor for the city of Amsterdam.In different positions and.At a certain point I was the secretary of.An Advisory Board on data protection.It's an independent Advisory Board in the city of Amsterdam. Maybe somebody told you about that.And I was working on implementation of the GDPR and then I was afterwards. Well you have to have DPO. So I was not the DPO but the second I don't know the replacement of the DPO. If the DPO was not there I was DPO for Amsterdam afterwards and then I.Not very interested in the using the how the government uses technology and we had of course you know about the start of the algorithm project.First an ethical discussion then the digital the agenda and then there was a group of people that were highly motivated to explore the risks and the benefits of AI.AI use and.I jumped into it and looked at it from more a more perspective.A governance perspective perspective what do we have to organise? What kind of cheques and balances do we need? Are we equipped to deal with AI in the right way? What do we need to organise but also what kind of facilities do we need and that's how I got involved.In the AI register project but also in the development of the instruments like the governance and there was also.Purchase conditions and you know about that.
(10:05) - Interviewer: Don't mind.
(10:09) - Former DPO: And there were actually. There were actually first versions of what we thought we needed to get some grip to deal with AI responsibly and evaluate the risks in a good way.And I used my previous experience from implementation of the GDPR and and how the how the city works and what which actors you have.Of course it's a little bit different subject but there are parallels. You know you need to. You need to look at the risks and mitigate risks and I have.Appropriate measures I have to search

for my English here.To mitigate those risks it's the system of mitigating risks is there are parallels between how we handle risks with the GDPR and.
(11:07) - Interviewer: Mm.
(11:07) - Former DPO: AI if you look at taking the right responsible measures to mitigate risks.
(11:18) - Interviewer: Your question on the specific topic.
(11:19) - Former DPO: Yeah of of course yes.
(11:21) - Interviewer: Because that came out already which I I thought it was very interesting because I'm also. So I'm doing like the context like the case of algorithmic transparency in Amsterdam. But then my output my final output it's what are enablers or barriers for algorithm transparency.
(11:38) - Former DPO: Yeah yeah.
(11:41) - Interviewer: And one of the biggest like the most irrelevant.Enablers is coming out to be the previous experience of implementation of the GDPR.And so I'm also contrasting with literature.Which effect like just how you say it like if they are different things but they are linked right as data is used for algorithms or whatever output. So yeah just validating like do you consider also which.
(12:00) - Former DPO: Yeah.Yeah.Yeah yeah.Yes I do. I do. It's good. If you tell me which.
(12:12) - Interviewer: Like.
(12:16) - Former DPO: Finding I can validate so that's a good way to have the discussion. Otherwise I'll go all over the place.
(12:24) - Interviewer: No but that's great. I mean it's it's very it's very cool that like one of the first things you mentioned is actually like very related to.
(12:24) - Former DPO: With my findings.Yeah it's true. It's true. Even even we have different kinds of information. Laws in the Netherlands but also in Europe. And if you look at it of course you have to have a legal title to be able to process data in the GDPR and later on if the the AI Act will enter into place into force you have to 1st assess if it is allowed to use.Algorithms.But if you if you come to the conclusion that under a certain circumstances and with the legal.You are actually managing risks and you have to build a proper. You have to take the proper cheques and balances and organise them and make it like a system of.How you process them but also the right persons to to check if we're doing the right thing. Look at the ethics security privacy. So you see that information secure security security even.A different kind of information law or you have to comply with with the information system rules.It's also risk mitigation.
(14:00) - Interviewer: Mm.
(14:01) - Former DPO: And.Well now I'm working on how you can make information management transparent.And how you can make the right information public even there.You always have to manage certain amount of risks and make choices so I won't say it's all the same because every framework is different but there are parallels between the frameworks.
(14:30) - Interviewer: M.Do you do you think in that sense they cause when you compare the AI and to DPR they have products of?
(14:40) - Former DPO: Yeah.
(14:43) - Interviewer: But they are the normative. Like what they get to are different right? And when is data? The other one is it's the algorithms. But I'm from what I'm seeing and this would be great because I I don't really have it so clear. The GDPR has more of a support for the governance of data where what the AI proposes is more. Yes the risk like the risk identification.
(14:45) - Former DPO: Yeah yeah.Yeah yeah yeah yeah.

(15:07) - Interviewer: And then it's less restrictive than the GDPR is so not the same amount of support for creating the governance around the algorithms. Anything like that.
(15:17) - Former DPO: Maybe I don't know because I have to study the the AI act as was accepted by the European Commission lately of in the in Europe lately but.There are.Forbidden algorithms.There are there were in the in the previous proposal there were different types of risk and analysis. There was a risk analysis and you have to see is it high risk.
(15:43) - Interviewer: Mm hmm.
(15:49) - Former DPO: Medium risk low risk.To see if it's allowed and if we.Certain algorithms were categorised as forbidden so that's normative. That's like no we can't use it.I'm very simple because my English is not quite.
(16:10) - Interviewer: No it's perfect. It's my second language too.
(16:12) - Former DPO: So yeah.So even there there is a normative aspect to it but then it's.It's indeed a system of mitigating risks and but.I think we have to implement that system and we have to implement a governance for AI. If you want to implement the AI Act later on it won't be so it won't. We have to work on it now right away. Actually we we don't have to wait until it's there. You have to have a governance.
(16:47) - Interviewer: Mm hmm.
(16:50) - Former DPO: And.So I think.That's a parallel with the GDPR.Don't see it different.No I don't. I don't see that's.The AI act doesn't call for a governance. I think it does.
(17:14) - Interviewer: Not good but it just like in in Amsterdam.
(17:15) - Former DPO: Yeah but yeah yeah.
(17:19) - Interviewer: As this tragedy was done before it was not imposed by a normative introduction so it was a proactive policy. And then in in the case of Amazon then it's just going to be like how do you align with the the this one?
(17:23) - Former DPO: No no.Yeah yeah.Yeah exactly. Yeah.
(17:35) - Interviewer: If I were just looking into like it could be still be. There are elements that are not only about how you.Identify and what you do with those algorithms but like more the broader governance perspective like how do you train public officials for like understanding the importance of it or how do you collaborate on different areas or who is in charge for example of doing that in in?
(17:56) - Former DPO: Yeah. Well well yeah. Governance is often like a restrictive formal thing but governance is also.The things I will talk to you about and we have about how we're handling things you know it's a it's a set of rules between actors.And it's also training people. It's also it's a lot of things. So if governance is used as a very restrictive normative thing.Nobody wants to be in it. That's it.And I think that.The governance the governance we had.In Amsterdam.Developed bottom up and so there was a wish and top down. There was a wish from the the board. We want to use AI for the benefit of the city but we want to do it responsibly and there were and there were people on the.
(18:48) - Interviewer: Mm hmm.
(19:02) - Former DPO: Working floor thinking if we're going to do this we have to be ethical and do it the right way. You know if we're going to use. So it came from both angles.
(19:03) - Interviewer: Mm hmm.Yeah.
(19:15) - Former DPO: And that's created the possibility for the algorithm register to to develop. And yes we used a lot of the experience we had on implementing the GDPR and that is you need to talk to people.
(19:22) - Interviewer: Mm hmm.

(19:31) - Former DPO: You need some instruments but you have to talk about how they work and you have to make people aware that we have to do something.So yeah yeah I don't know if this is still clear for you but.
(19:45) - Interviewer: Convincing.
(19:51) - Former DPO: This is how it developed. People were actually worried also you know about what this could do to to the.The the city of Amsterdam and the people living in Amsterdam if it was used the right way or if we were not consciously aware about.The downside of using technology so that's that's how it worked. So we were not waiting. Yeah yeah.
(20:14) - Interviewer: Yeah.On the on that sense sorry that sense. What came out it was like the influence of the scandals on the national level.
(20:28) - Former DPO: Yeah.
(20:28) - Interviewer: That on one sense it created awareness and concern. So that push for the strategy.
(20:34) - Former DPO: Yeah.
(20:35) - Interviewer: And the other thing is that later it also translated into a National Register which is even if it's like the Amsterdam one was already implemented before the national was imposed it supports it it it's work in the end.
(20:44) - Former DPO: Yeah.Yeah yeah.Yes. And we were also trying to convince I think people in.In the EU.And in the European Commission on some level to to use a register as obligatory for.Other countries and and local governments as well but I did I think it didn't make it so.
(21:17) - Interviewer: But I think well maybe I'm confused and I'm really. I'm pretty sure I'm breathing the final one but it says about like when they hire the high risk ones are supposed to go into this EU register. That is not definite yet.
(21:29) - Former DPO: I have to study. That's very bad on my part because I'm doing research on different topics right now but I didn't study the latest. So if you have the text for me I will be very happy to read about that because I didn't. The high risk you have to yeah there are. There are obligations for descriptions transparency et cetera et cetera. But I in in the first draught there was not a mention of a register in my in my recollection recollection. So I don't know if it's.
(21:58) - Interviewer: It's probably the second one I imagine because well I'm gonna. I have to. I have to check because it's part of my thesis. But now I'm worried. But what it said is like when when the high risk ones were identified they would have to go in this one which is not a registered to the level of the Amsterdam one. It's more. It only says like who is in charge and like a broad description of it it's not the algorithm on itself.
(22:19) - Former DPO: Yes yes yes. No but it's not a register but it is like you have to be transparent about it and you have to give information and that's that's a part of the AI act. But it was already there and we were trying to discuss that you need some kind of register like ours.
(22:39) - Interviewer: Like an actual register of the algorithm not about the.
(22:41) - Former DPO: Yeah. Yeah yeah yeah yeah yeah. I think it didn't make it. No we had.
(22:44) - Interviewer: I didn't know that.
(22:47) - Former DPO: We had contact with people working on the I act as well so we tried. They asked us you know they just they asked us for for our input. So we said well it's an option.We're for it because we're doing this and it's not obliged for the city of Amsterdam to do this it would really help if it was an obligation you know to make a register and.It will make the discussion about it a little bit easier maybe and but well we saw it was adopted. The initiative was adopted by by.By the national.It was national.

There's a National Register now so that was a good thing. But still it's it's it's not an obligation. So yeah yeah.
(23:31) - Interviewer: They haven't found it. Yeah.Mm hmm.Yeah.Yeah but it is. It is very interesting 'cause that doesn't happen in most in most topics that there's local level informing not even national but super national levels about like a very proactive.I mean that's why I got so interested about this. Also like advanced a CDB over national and even the EU so that's very very I don't know I just really cool.
(23:56) - Former DPO: Yeah.Yeah but there are there are obligations in the AIX for. You have to describe your high risk algorithm and you have to give information that's an obligation. So that's also good. But it's not the same as to have a public register where you mention all of them in one basket and you tell them about low risk high risk. You know it's it's not the same. But I think you have to give information that's a good thing.
(24:14) - Interviewer: Mm hmm.Yeah.
(24:33) - Former DPO: So it's a good step I think yeah yeah.
(24:34) - Interviewer: Yeah.Mm hmm yeah.On that sense. Oh sorry. I had like too many ideas in my mind.
(24:45) - Former DPO: Oh yeah.
(24:46) - Interviewer: Yes I want to like on the on the closing part but.Well while I go into it would you what other either enablers or barriers would you consider for for the introduction of algorithmic transparency?
(25:04) - Former DPO: Well I don't know if you have anything about the discussion about the width of the definition of algorithm because we made a very broad definition of algorithms.
(25:21) - Interviewer: M.
(25:23) - Former DPO: Whereas AI is a difference.Has a different scope because we're then talking about things that are really smart.
(25:30) - Interviewer: Mm hmm.
(25:35) - Former DPO: And develop themselves and even we had also a discussion about the definition the European Union is using the European Commission is using in the AI act. It's it's a little bit the scope is a little bit different. We had a we had a broad scope. We called every algorithm like a set of rules.On which the computer makes decisions even if they're not formal you know.
(26:00) - Interviewer: Yep.
(26:05) - Former DPO: So if you have a very simple.Ruling of rule from a computer and then we are already talking about an algorithm really fast so.We were actually aiming on a very very good amount of algorithms. We wanted to register and this is of course a lot of work.So you can have discussions.About the definition really fast. Are we talking about a RIAI or are we talking out about basic algorithms that can be AI but they don't have to be? So this was something that.
(26:37) - Interviewer: Mm hmm yeah.
(26:54) - Former DPO: You know you have to talk about constantly because.You see some initiative in the organisation and you say OK this has a risk.This this mechanism has a risk. Is it an algorithm or AI?We say oh it's an algorithm. Yes of course it's an algorithm. The computer makes a decision. It's based on the set of rules.
(27:16) - Interviewer: Mm hmm.
(27:17) - Former DPO: It's not a very.Smart algorithm but it's enough you know it's.It can have impacts and the other party says no it's not doing anything. You know there's there's also a lot of people in the back office looking at the outcome and it's not calculating itself. It's not it's not AI.This takes a lot of time.
(27:48) - Interviewer: Mm hmm.

(27:49) - Former DPO: I don't know if anybody told you that but.
(27:52) - Interviewer: Well when it when when I got is that sometimes as some algorithms are could be very simple they could have anyways a huge impact. So it's not about it's not about the type of technology and more about the impact that it creates that makes it riskier or not. So and then that and how I'm framing it is that I'm putting AI as a algorithmic based technology so it's part of a broader thing and that's why I also wanted to go I also discussed it in the literature review a little bit because it's like.
(28:02) - Former DPO: Yes.Exactly.Yes.
(28:25) - Interviewer: Like you have different in in the literature.In the interviews in different parts you have different ways of talking about very similar things so that's why we did it. I put AI inside algorithmic algorithmic governance in general.
(28:33) - Former DPO: Yes.Yeah.
(28:41) - Interviewer: So that's why I'm looking to the broader broader thing.
(28:43) - Former DPO: Yeah you can use. Also you can also look at. Maybe you already you. Of course you already did it. The definition that the European Commission uses and that we use there are differences and we started on our own way.And we wanted to look to look at the impact and not at the complexity of the technology so.
(29:09) - Interviewer: Mm hmm.
(29:11) - Former DPO: That's why we wanted to have.Insight on simple algorithms having impact on people and companies and we wanted to register that as well so but that's a decision you you can make.You can you can decide to focus on high impact algorithms or high impact AI. You can you know you have to decide what you which definition you choose.
(29:36) - Interviewer: Hmm.
(29:44) - Former DPO: And.Well that's and we wanted to we wanted a broad definition and you saw it also in our purchase conditions that it was if you have them you can see our definition is is broad.
(29:54) - Interviewer: Yeah.Yeah.
(30:00) - Former DPO: But it's it's a lot of work so not everybody wants that.
(30:06) - Interviewer: I can't imagine and that was that was also a barrier like some some some.
(30:09) - Former DPO: That's a barrier. Yeah it's a barrier. I hope I explain it well but it can be a barrier and.The.
(30:16) - Interviewer: And I also in that in that sense I got like from inside the city you had it's it's very interesting because from the virus and the enablers I constantly have things that might be.Contradictory but then they both exist so there is some resistance from some officials but then others that are super motivated and become like local champions. So I have it in both parts which is very very interesting I thought.
(30:38) - Former DPO: Yes.Did you speak about the the the critical? Did you speak with critical people in the city of Amsterdam as well or a lot of enablers?
(30:52) - Interviewer: I think well I was very in the questions very going to the challenges because I was experiencing more enablers and it's also it's a good practise case. So when you have a people doing it well it's really hard to find the challenges. But I got it. I got like even from the team working in there they they were very open about like feeling of resistance from from people inside the the CD from initial like they at the start from when people were like oh but we're dealing with like data already then and it's like no but there's other things is not only data.
(30:56) - Former DPO: Yeah.Yeah.Yeah.Yeah.Yeah.Yeah.
(31:25) - Interviewer: So from explaining it to to applying the algorithmic register.

(31:29) - Former DPO: Yeah they're also.About the work it brings that's one thing the definition is is critical but also.
(31:38) - Interviewer: M.
(31:42) - Former DPO: The lack sometimes systems have existed for a long time and if we start now if the AIX comes into place we ask our our our.Our businesses who service us we ask them.Are descriptions and everything procedural information? How it is how the algorithm is made what it does what the side effects are? We ask everything and we ask them to document. But what we were doing is.
(32:01) - Interviewer: Mm hmm mm hmm.
(32:18) - Former DPO: Giving information about existing algorithms and it sometimes we have to find the information and talk to people to get the information and make it known and transparent in a way that somebody else understands what's what's been said. You know this. So this is a process.
(32:42) - Interviewer: Explain ability.
(32:43) - Former DPO: Yeah that's that's also a factor you have to.You if you start on a register you have to know it's a lot of work. You know you and it's not all. It's not all new systems where you can ask.Your.The company who makes the algorithm for you to to document everything and then you make it known. Now you have to you have existing technology and you have to describe it. If it's not there you have to describe it at the moment that you want to publish. So that's a lot of work. And and then there's the ethical discussion.You have to take time for it once you want. You want to mitigate risks while you're working at it. So.
(33:33) - Interviewer: Yeah.
(33:36) - Former DPO: You you you have an algorithm you want to publish about it. You want to make it transparent in the register but you're doing the cheques and balances balances as well as you go so.
(33:45) - Interviewer: Yeah one's already implemented most of the time now.
(33:47) - Former DPO: And you.It is there but you want to talk about it because you want to say is this the right thing we're doing or do we have to stop you know?
(33:58) - Interviewer: Is that is that because something else that came out and said what?So it it it's not so many now at the moment there are four and then like.You wonder or like I even for me. I was like I have no idea actually how many algorithms that CD could use. So but there was this like and and some someone like one had created like this criticism out of like is there all this work that becomes and like introducing this?
(34:16) - Former DPO: Mm hmm.
(34:27) - Interviewer: Because you have the resistance I mean other resistance. But like they the limitation.
(34:31) - Former DPO: No the resistance is a little bit too much here. I wouldn't call them the resistors.
(34:36) - Interviewer: No no no no. But I mean there is a limitation over the service providers right? You cannot publish everything because they are the owners of of their algorithms when you like for older contracts or when the guidelines were not used et cetera.
(34:40) - Former DPO: Yeah yeah yeah yeah.Yeah yeah.Yeah.
(34:50) - Interviewer: But is there would there be? There should be more algorithms there besides that limitation or?
(35:01) - Former DPO: I don't know how they met how many they have now online.I think we we were we were prioritising.Because you have to you have to. You have to look at what you want to publish first and if you want to do high risk first or or you have to prioritise and you also have to know how you can identify an algorithm.

(35:26) - Interviewer: Mm hmm.
(35:32) - Former DPO: And and talk about the risks as well so.That is part of the discussion I tried to mention about. Is this an algorithm? Do we have to publish? What are the risks?Do we have everything we know about the algorithm? How do we evaluate it? How do we give the information that the public needs? How will we describe it? This is a process. It takes time.
(36:00) - Interviewer: Mm hmm yeah.
(36:01) - Former DPO: So yeah I don't know.
(36:04) - Interviewer: On what one cool thing that the algorithmic team mentioned is that initially they were pushing for one.
(36:05) - Former DPO: Uh.
(36:12) - Interviewer: They they were looking in like going into different departments and like knocking the door like hey we have to do this. You might be using a risk algorithms and now it was turning around into like some areas going to them like hey we're using that they're not sure and that is.
(36:24) - Former DPO: Yeah. Yeah yeah yeah yeah I think yeah. I think they were successful with that as well.
(36:27) - Interviewer: Thanks.
(36:31) - Former DPO: Because when when a department was aware that this was an important thing then they came to them and said I have this I have that. Can we talk about it because maybe we have to register that as well. So yeah that's that's quite successful. Yeah. Yeah.
(36:54) - Interviewer: And going back to another point there was the.In the literature review they even call it vendor capture but like the how ownership over algorithms is really hard when it's provided by others. And in this case again I had enablers and barriers at the same time because Amsterdam does have a development capacity like software development capacity which most cities don't could not even imagine. So it is better in that sense. But then it's still it is a barrier because it's still there is some dependency.What would you say about that power especially from like for example big tech that the negotiation is is even different or more powerful there?
(37:41) - Former DPO: Wow Big Tech is A is a different it's a it's a difficult discussion and a different discussion because you can only influence big tech on a national level or you know you have to cooperate with other governments regional or national to make.To make.To to evaluate your contracts you know everybody has a contract with Microsoft or a big tech company. If you want to change something in the contract you have to work together because otherwise you're too small. They won't listen to you. They won't listen to you. So if you want to have something about procedural transparency on algorithms you have to work together. If you want big tech to give insight to their to their algorithms well they won't.
(38:22) - Interviewer: Mm.Mm hmm.
(38:39) - Former DPO: But if you if you want to accomplish that then you have to work together in on a national level or even higher.To get that transparency and that's why I think the AI act is a very good step towards it because you will have to comply with the transparency conditions that are in the AI act.
(39:02) - Interviewer: Mm.
(39:03) - Former DPO: So that's a barrier for us.But with our.Purchase conditions. We found that some companies are actually willing to give information and to cooperate and to talk about it because they also have a responsibility to their clients and to the people that can be affected. So there you see that some players in the market are actually willing

to talk about it and give the information even though they were a supplier before the purchase conditions were there.
(39:40) - Interviewer: Oh that's good.
(39:40) - Former DPO: But you know but others they are more tough.
(39:44) - Interviewer: M.
(39:45) - Former DPO: And then you have to negotiate so.
(39:47) - Interviewer: Yeah.
(39:49) - Former DPO: So you see some difference there also in the market?
(39:55) - Interviewer: M.
(39:55) - Former DPO: So I hope this helps. Am I changing your thesis? No I think not.
(40:00) - Interviewer: No not at all.'Cause like what? What is it? What? What's happening? And this is what I was telling you. That everything's like kind of both ways and everything's related. So it's like I'm not super restrict also in saying like this is like this.
(40:18) - Former DPO: Yeah.
(40:19) - Interviewer: And they also said that they had meetings with like big tech providers and the like. It was not centred about the willingness of them but like the big tech companies. They were like I wish we could but we also depend on many other smaller service providers and sometimes there is an opacity based on the market of. So it's like in there they're actually also not not capable to do that. That was very surprising because it would like makes it more complex.
(40:35) - Former DPO: Oh really? Oh.Yeah.Well that's interesting. Yeah that's interesting. I didn't. I never heard that. I I thought it was too much of a business model for them to give away the specific specifics on their algorithms. And I didn't know that they depended on suppliers as well that they have a chain.Behind it's possible. Yeah. I don't know. Yeah. No.
(41:10) - Interviewer: I mean again not all. So like some probably are like that and then others or at least like the literature goes to like they they are companies and they have them a business model and their business model it is based on this algorithms too. So it makes sense for them to hide them.
(41:19) - Former DPO: Yeah.Yeah.Yeah yeah yeah. So.
(41:29) - Interviewer: I'm sorry. No no no.
(41:30) - Former DPO: No no no no. I was thinking about I'm I'm curious what you have more.
(41:36) - Interviewer: Mm hmm. Well I have. Well I can read you a little bit 'cause. We don't have that much time but we went through a like a lot of very needed ones that I needed to validate.There there I had for example for.For the enablers a lot of elements of the context so like the national scandals or like the fact that C DS are.There was one element which is interesting. I never thought of that that C DS can push their digital agendas with less pressure or political pressure that it means from national levels for example that take longer in the policy construction.So that means that also with the how you said like top down and bottom up logic like if people are interested and politicians are interested then it's easier to introduce then.
(42:24) - Former DPO: Exactly.
(42:27) - Interviewer: Good. Another validation. I'm just checking everything so I'm happy. Yeah.
(42:32) - Former DPO: Yeah.Yeah it's easier. Otherwise I will talk about my own agenda so.
(42:33) - Interviewer: Well also exploring.But I also don't want to buy us but I'm happy that I'm validating.

(42:42) - Former DPO: No. OK.
(42:45) - Interviewer: There's a very active Civic Society which I think is also like the old digital rights agenda started with like different groups from Civic Society on the the Tata values.
(42:57) - Former DPO: Yes that's correct.That's an enabler. Yes certainly yeah.
(43:04) - Interviewer: Then the introduction of well the National National Register and the EU Act. So we also checked on that.
(43:11) - Former DPO: Yeah.
(43:13) - Interviewer: The political endorsement to the initial data values that I think was also aligned with a political moment on the elections.
(43:18) - Former DPO: Yeah.
(43:23) - Interviewer: I'm gonna guess that's what I put.
(43:24) - Former DPO: Yes sorry you were offline for a moment. But yes the endorsement of the the values the public yeah that's that's also very important. Yeah.
(43:36) - Interviewer: I had a well collaborations with city networks. So how like the coalition of of digital rides or your C DS? It's also allowing for Amsterdam to have a saying in national and supernatural levels.
(43:37) - Former DPO: Yeah.Yeah I think it's a very important enabler as well the network.Yeah. And the work that is done on digital rights.And I think you know cities who collaborate within that network.They enhance each other you know to help each other or to have ideas. They exchange ideas and gives a very good energy and you can bring it back to your own organisation. It's it's absolutely an enabler yes.
(44:21) - Interviewer: We'll talk also about like this local local champions that could be like either some areas 'cause they think like initially a lot of support came from the innovation team and then it translated into the leadership to the algorithmic team.But yeah like different people. And then like the motivated officials that were from like specific areas but then they got excited and then started moving others.
(44:45) - Former DPO: They jumped in. Yeah yeah. They jumped in. Yes. And they used their experience in different from different backgrounds and you know like a multidisciplinary team. So I think that's very important that you have multidisciplinary team with different capacities to tackle this because it's very complex and you need knowledge from different backgrounds and disciplines. And we you have to talk to each other. You know you can.So that is an important factor as well as well as that everybody was very motivated.But they came from different.Different backgrounds. There was an ethical somebody was really specialised in ethical evaluation. I myself had a GDPR and a little bit broader background in evaluating ICT. Yeah big projects IT projects. We had people from the innovation team. We had somebody who was really.In sensing about innovation projects.And somebody working on.Different different kinds of discipline.You have to have a multidisciplinary team yeah?
(46:11) - Interviewer: Yeah. Oh that's that's cool because I didn't have it in that part. Like the multidisciplinary part. So I'm I'll add that definitely.And and as a barrier there was which it started from. I mean it's very transpersal. It was also from the literature on how sometimes digital strategies are very hard to permeate transversely because in general it areas or technology is like very well the C load structured off.Off governments. And then when you have agendas that are transversal as it is transparency on anything.You have to go step by step doing it instead of like. Oh let's do it for all at the same time.
(46:46) - Former DPO: Oh yeah.No you have to do step by step like incremental or how do you call it in English because.AI it's it crosses every discipline.Yeah you cannot look at it from one angle. You have to look at it from different kinds of angles. That's about the multidisciplinary aspect that I put it brought in. You have to know about data. You

have to know about security. You have to know about innovation. You have to know about the GDPR. You have to know about it. You have to know about ethics. You cannot do this from one perspective.You cannot and you cannot change everything at the same time. So you you have to work step by step and you know I think that answers your question.
(47:34) - Interviewer: Definitely yeah. Because I had that as a as a barrier in the end that as you have one sectoral thing you have to go into the different silos because you cannot expect for the area of I don't know parks to know all this right. So you have to go there.
(47:35) - Former DPO: OK.Yeah.Yeah.Yeah you see that as a barrier? Yeah it's. It's also a barrier but.I think it benefits the organisation if you work like that and.
(48:00) - Interviewer: Yeah. No no I mean I I put it as as how it was like how it is a traditional look into technology or ICT is like they are support. So I call them when I need to fix my computer right. And and this that's what that's our recommendation actually to translate and to understanding that like some things are strategical and have to be transversal and we cannot have it as a support area just because.
(48:05) - Former DPO: Yeah yeah.Yes.Yeah yeah.No I understand. Yeah you have to be in contact with.What we call the business and the people who are working on policy or.Licencing or if you have to know their processing what what their what they're working on and you have to interact. You cannot do this in isolation.
(48:45) - Interviewer: Yeah. And the last thing because I'm we're running out of time. But it just like I'm I'm doing all the cheques so I'm super happy. So if you have a bit more time.
(48:45) - Former DPO: No.OK.Yeah.No it's OK. Yes yeah.
(48:55) - Interviewer: Great. There is also like considering there is there was not an initial like normative or even other experiences to follow up on how to introduce algorithmic transparency.The use of this model the life cycle of the algorithm.I've I've detected that it seems to be an enabler too as it gives like a structure to understand how the use of algorithms is in a city and then that translate into the governance too.
(49:28) - Former DPO: Yeah. Yeah that's true. Yeah.I think that's true.I think yeah. And that's true and I think.Yeah but you have to develop further. You know you're not. It's not. It's never finished. You have to go on.
(49:53) - Interviewer: Yeah.
(49:54) - Former DPO: Because you can have.A lifecycle process.You can have a register.You can have purchase conditions. You can have something that's called a governance where you describe how disciplines and the business interact and how you mitigate risks.But that's just a start you know.
(50:26) - Interviewer: Mm hmm.
(50:27) - Former DPO: No no. If that's something that somebody told you before because.Even the register it was a beta version and.It was a good version. I'm still. I think it's still a good one.But you have to you have to stay alert and think about is what I'm communicating is it is it the right information? Has it the right depth at this? Who does this help?What do I need to change that's about life cycle right? So yeah OK.
(51:00) - Interviewer: M.There wasn't. There wasn't. There was an element said about like flexibility and it has to be more flexible and adaptable because algorithmic changes and like and also like way that we understand them and work with them changes. So it it's from the governance part but then also the tools on itself like how do you get algorithmic register becomes more adaptable.
(51:05) - Former DPO: Yeah.Yes.Yeah.I agree. Yeah yeah I agree.

(51:27) - Interviewer: So those were like the enablers in general.And then we also talked about the other ones like in the initial lack of regulatory framework just because it there wasn't any until now when when it started.
(51:39) - Former DPO: Yeah.
(51:43) - Interviewer: And the limited enforcement capacity because of like the ownership of the algorithms by service providers.
(51:48) - Former DPO: The ownership yeah yeah.
(51:51) - Interviewer: Well the sort of resistance from city officials because there was like extra work or not understanding there was like a limit of awareness.And of what it implied in a daily work.
(52:02) - Former DPO: Exactly yes.
(52:06) - Interviewer: There were some complications for the use of the guidelines the procurement guidelines that first they cannot be enforced for like older contracts and then someone also said that sometimes procurement officials they don't understand when that algorithm it's relevant to use. So sometimes the classes were not included which I actually thought it was interesting.
(52:29) - Former DPO: Yeah. Yeah that's the same thing about the definition again. Do we recognise this as an algorithm? If your supplier doesn't recognise something as an algorithm you don't have a good discussion about that. You know if they say no to Sir usual it it's standard. And no we we tell you that's there's an algorithm in it. We and we want to understand. You have to have that discussion.
(52:34) - Interviewer: Mm hmm mm.Yeah.Yeah.
(52:53) - Former DPO: I don't know. That's what's where you ask. That's what you're asking right? It's the same. It's all about.
(52:55) - Interviewer: Yes that's exactly it.
(52:59) - Former DPO: Identifying the algorithm at the 1st at the first place.
(53:05) - Interviewer: And for that you need to train a lot or like at least make awareness very transversal in the city.
(53:06) - Former DPO: And.Absolutely. It's Awareness awareness awareness.It's.Continuously discussion about it.And and then if you have identified it then starts the ethical discussion of course. But first you have to know if it's one you have to talk about yeah.Yeah.
(53:32) - Interviewer: I have only a couple more that were that we didn't talk about but there was one that came out about the opacity of ownership inside the city. So sometimes like it's diffused or like used in different apparently some algorithms can be used in different areas.
(53:48) - Former DPO: Yeah that's true. Ownership is always very important and you have to have it clear.I can. Yeah I recognise that one. Yeah.
(54:00) - Interviewer: Then.This was like not in in like brought by them. But then I was like asking how how you evaluate the effectiveness of a tool. For example the algorithmic register. And there is a feedback that people can do but then there is the bias of like only the people that know about it will go and and and use it somehow. So it will take the lack of mechanisms to check to evaluate.
(54:12) - Former DPO: Yeah.Research. Yeah yeah. Yes. Well we did research before we started them. Maybe they told you that we did use your groups and talked about what do you what kind of information do you need? Because we have in the backlog is a lot of information will be only published a part of it because we did.
(54:36) - Interviewer: Mm hmm.Mm hmm.
(54:48) - Former DPO: Look at the need of user groups.
(54:52) - Interviewer: Mm hmm.

(54:53) - Former DPO: Which kind of so.But that's not the same as evaluating. So you could say that you have to do that kind of research periodically and go back to the user and ask them what do you think about it? How does how does this work for you?
(55:04) - Interviewer: Mm.Mm.
(55:12) - Former DPO: And then make different kinds of user groups. You can have experts citizens companies. You know you can have different kinds of user groups. And I think doing 1 research.To evaluate and we did a research before we started but you have to continue. Yeah yeah.
(55:33) - Interviewer: Well and that that is a challenge that is very. I mean I work more in like also there are lot of into participation with citizens public services in general and that is so transversal because like you you get to some citizens that are more related to you but it's already a bias on that selection because you're not getting.
(55:38) - Former DPO: Yeah yeah.Absolutely.I know. Yeah you are. How do you engage the rest? You know? And it's very difficult.
(55:54) - Interviewer: It is.
(55:55) - Former DPO: Yeah.
(55:56) - Interviewer: Umm so that happens to like different areas too. That was my point. Umm. Then we had almost done the complexity of algorithms that you did. You mentioned in terms of the concept on itself which makes it hard for citizens. But then inside the city also for for the strategy.
(55:59) - Former DPO: Yeah true.Yeah.Yeah.Yeah I think you've got everything. I I told you nothing new.
(56:17) - Interviewer: No but it's still like I'm. That's why I'm like I'm so happy because I'm sending it this week actually so it's doing perfect yes.
(56:23) - Former DPO: This week. Oh good. Yeah.
(56:27) - Interviewer: So I'm really happy that like for your reply I really appreciate it and the last last thing what this like a relevance element between because like it was mentioned somewhere that it's like very important for people to see like oh that like there's there's transfer like trans transparency is like kind of brought and there was a perception of of not being enough in the register because it only had four algorithms which it depends on how many but.
(56:51) - Former DPO: Yeah. Yeah. Well that's that's still you know.I.I'm personally.How do you call it?A force on there. I'm an advocate.
(57:07) - Interviewer: Hmm.
(57:10) - Former DPO: For something like an obligation you know more more.
(57:13) - Interviewer: Hmm.
(57:17) - Former DPO: Because it's it was a policy. It was like it's it's Amsterdam wanted to do this but.You have to have. How do you how do you call it? You have a carrot and a stick. We were using the carrots you know this is good but you need also to have the stick.
(57:29) - Interviewer: M.I'm taking metaphor.
(57:38) - Former DPO: And as long as you have a good vibe and a good energy people want to work with you and you are you are. You are accomplishing things and and the the board wants to do this and everybody sees it's important. You have enough with the carry. It's enough you know.But if there are other priorities for the organisation which asks for capacity and and other input.Then you have to prioritise so it's nice if there's still in depths. In that sense it's nice to have an obligation that you can say OK we need a lot of people working on this continuously for a long time.
(58:21) - Interviewer: Mm hmm.Yeah.
(58:24) - Former DPO: So.You want something more than.Than voluntary work on it you know it's.

(58:31) - Interviewer: Yeah.
(58:34) - Former DPO: I don't know how you call it. You you have to be persistent with this.
(58:39) - Interviewer: Finally yes definitely.
(58:40) - Former DPO: Yeah.Yeah to make it work.
(58:42) - Interviewer: Which is also another enabler was the the fact that there was a team that is actually taking care of this which.Most cities don't have so probably I would say.
(58:53) - Former DPO: No we have no.
(58:55) - Interviewer: None.
(58:57) - Former DPO: Yeah yeah there was a team was was committed to this and is still committed to this. So. And I think that's an enabler. Yeah. Yeah.
(59:10) - Interviewer: I think I I we went through all I don't if you want to add any other maybe recommendations.
(59:17) - Former DPO: No I'm thinking about my English that I should think about this before we you interview me because then I can formulate better.
(59:26) - Interviewer: Do you want me to be honest? It was. It's perfect. Like I even got more information that it's like perfect to add right now and also some reviews something. So it's really perfect for my side.
(59:32) - Former DPO: OK.Yeah I'm very interested in your thesis when it's out but maybe if you can send it when it's out and I will be very interested. So yeah.
(59:43) - Interviewer: I would definitely send this.Yes yes. And of course I will send it as soon as I have it. I had to like because I'm sending it and then I'm probably gonna review it again and find some things. So you have like.
(59:54) - Former DPO: Of course it will take time. Yeah they will take time. Yeah.
(59:56) - Interviewer: But but yeah I will share it as as soon as I have it. So and thank you very much. I really truly appreciate it.
(1:00:04) - Former DPO: Yes I appreciate you. You contacting me and and are you are you going about the transcripts? That will be terrible because of my English. But are you going to you're going to keep it right or what's?
(1:00:19) - Interviewer: Yes.
(1:00:20) - Former DPO: For for the research.
(1:00:24) - Interviewer: Yeah I have to. I have to add it. I have to add it on the on excess yeah.
(1:00:28) - Former DPO: Yeah. Oh OK.
(1:00:30) - Interviewer: No it's it's really good. It's honestly it's OK.
(1:00:33) - Former DPO: Well thanks a lot and I wish you a lot of success on your research and your findings. So I hope to be in contact.
(1:00:42) - Interviewer: Definitely thank you for you to. You too and have a good rest of the week and a good weekend.
(1:00:47) - Former DPO: Yeah. OK. Thanks. Bye.
(1:00:50) - Interviewer: Bye.
(1:00:50) - Interviewer: stopped transcription