

# GENERATIVE AI & GOVERNMENT

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How can government agencies responsibly navigate the AI landscape to implement high impact generative AI solutions?

**WORLD  
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SUMMIT 2024**

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# To Inspire and Enable **The Next Generation of Governments**

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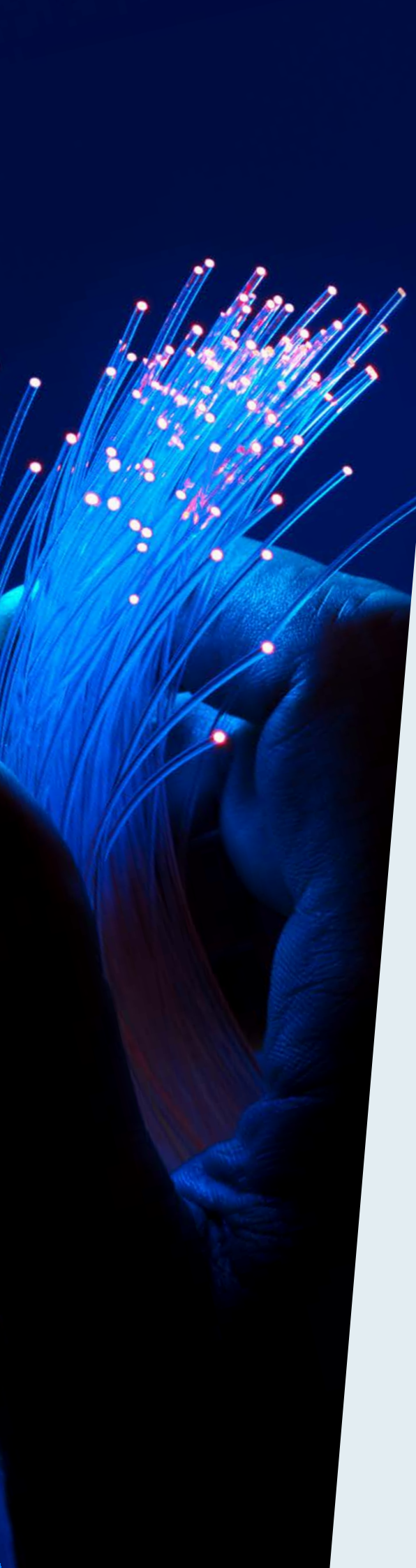
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## EXECUTIVE SUMMARY

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The boom in generative AI (Gen AI) is one of the biggest step changes in the history of AI. The possibilities presented by these adaptable, pre-trained models could transform human-AI interaction and how work is done.



For government agencies, strategic deployment of Gen AI models will reduce the administrative burden on government employees, freeing up worker time for valuable, human-based services where they are most needed. For example, Gen AI can be used to write documents, streamline workflows, and address basic citizen requests.

While Gen AI has the potential to greatly improve government services, there are also risks and barriers. Such drastic change requires careful thought and governance to ensure that humans and Gen AI are working side by side in an ethical, responsible, and transparent manner. Gen AI usage raises concerns about numerous risks including biased service delivery, cybersecurity vulnerability, and proliferation of misinformation. Gen AI models must be trained using quality data and implemented thoughtfully with ever-evolving risks anticipated.

Accenture surveyed public sector leaders to understand their perspectives on emerging technologies including Gen AI (Puri, 2023). In addition, comparative discourse analysis was conducted to identify how AI discussion topics align and differ between government and media publications. The research highlights that government agencies must implement AI carefully, transparently, and with informed human oversight. Education (for both citizens and government employees) and proactive regulation are needed to assuage public anxieties and create a foundation of trust between consumers, the workforce, and society. Government agency leaders have an opportunity to lead the way in creating an open dialogue about Gen AI's risks and set the bar for transparent, human-centric AI applications. When Gen AI is designed and put into practice within an ethical framework, it accelerates the potential for collaborative intelligence, where human ingenuity converges with intelligent technology.



# INTRODUCTION

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## The meteoric rise of Gen AI has ushered in a transformative era with profound implications for governments worldwide.

This is exemplified by the rapid adoption of ChatGPT. OpenAI's ChatGPT, launched on November 30, 2022, amassed an astounding 123 million active users within the first three months. The app achieved the one-million-user milestone in a mere five days, a feat that took Instagram 2.5 months and Twitter two years (Hu, 2023). This widespread adoption signals a paradigm shift in how organizations and individuals perceive and leverage Gen AI. An Accenture survey run in early 2023 reveals that 57% of C-suite executives are planning to integrate ChatGPT into their operations for learning purposes this year, with a notable 42% expressing a desire to make substantial investments in this transformative technology (Accenture Research, 2023). The impact extends beyond the corporate sphere into the public sector, with a majority of public service leaders reporting that AI (94%) and next-generation computing (80%) are inspiring their organizations' vision or long-term strategy (Figure 1) (Puri, 2023).

What makes Gen AI different? Gen AI refers to a class of AI stems that have the capability to generate new content, data, or information that is not explicitly programmed into them. Gen AI relies on models trained on large data sets to generate content autonomously. These models learn patterns and relationships from extensive data sets and that can then generate human-like text, images, or other forms of content. A particular type of Gen AI, large language models (LLMs), has enormous potential to change ways of working

(World Economic Forum & Accenture, 2023). Across 19 industries, Accenture estimates language tasks account for 62% of the total time that employees work, and the majority (65%) of that time can be transformed into more productive tasks (through augmentation and automation) (Accenture, 2023a).

While Gen AI holds great promise, its deployment also introduces a new set of risks:

- **Unreliable and untrustworthy outputs** with issues including quality, accuracy, traceability, and hallucinations.
- **Confidentiality and security**, including the unauthorized disclosure of confidential information.
- **Liability and compliance** concerns such as copyright, IP, and content ownership; regulatory compliance; and contractual and product liability.
- **Bias and harm** issues such as disinformation, adversarial AI, fraudulent attacks, and misrepresentation.
- Increased potential of **workforce displacement** in roles that were previously thought to be immune.





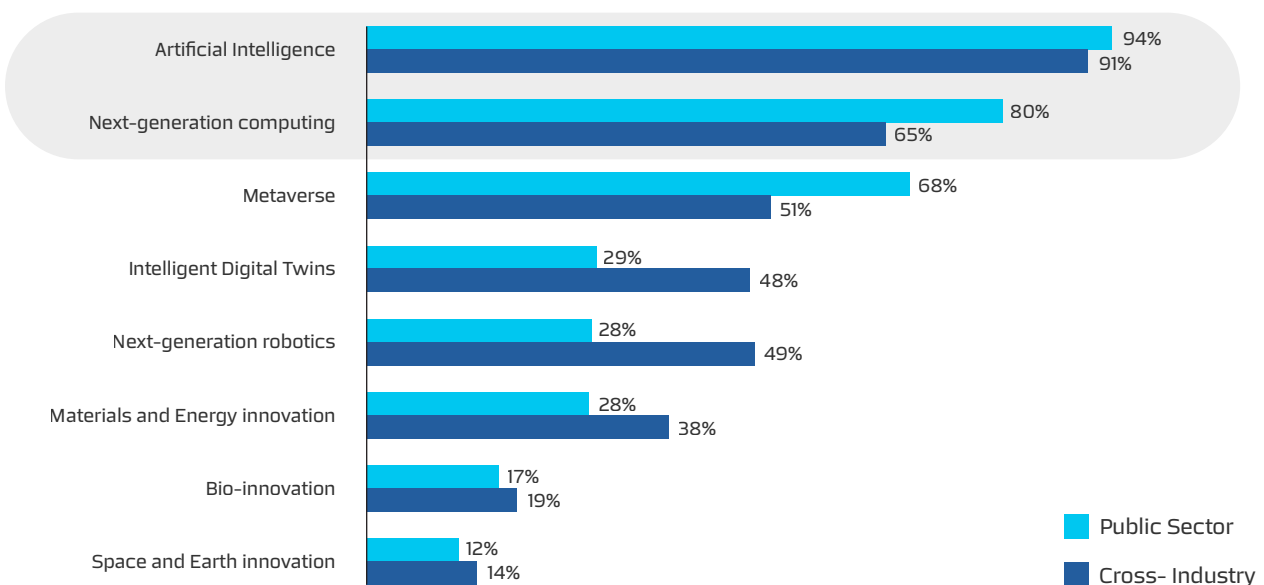
Governments face the dual challenge of harnessing Gen AI’s potential to improve citizen services while ensuring responsible and ethical deployment in critical sectors. The rapid development of Gen AI is exciting, but also creates uncertainty. With public sector leaders eager to explore Gen AI’s potential,

it is crucial that time is taken to address the anxieties of their workforce and the citizens they serve. Successful implementation of Gen AI in government will require finding a balance between fast-paced innovation and careful risk considerations.

**Figure 1**

Emerging areas of innovation are inspiring public service organizations, specifically AI and Next-generation computing.

**WHICH OF THE FOLLOWING EMERGING AREAS OF INNOVATION AND TECHNOLOGIES ARE INSPIRING YOUR ORGANIZATION’S VISION OR LONG-TERM STRATEGY? SELECT ALL THAT APPLY.**



# GEN AI HAS POTENTIAL TO IMPROVE GOVERNMENT SERVICES AND BUILD TRUST

Providing services that improve lives, communities, and society is at the heart of government's mission. As the primary interface between citizens and their government, the quality of customer service from public agencies can directly influence the public's perception of government effectiveness. Customer service plays a crucial role in fostering trust, transparency, and citizen satisfaction. Today, over half of citizens find accessing government services to be frustrating (Accenture, 2022). Gen AI holds significant promise for government agencies. For example, Accenture is working with Spain's Ministry of Justice to simplify how critical information about judicial processes is accessed, using a Gen AI-powered search engine for judges, prosecutors, defense lawyers, and citizens. The platform gives users a quick, efficient way to access relevant information by searching hundreds of thousands of complex documents and rewriting answers in plain language. The search engine's interface is simple to use and enables people to access and understand information that, historically, has been elusive and opaque, demystifying the justice system for citizens. The tool reduces the time it takes to locate specific information by 40%, making this an essential part of everyday judicial work far simpler and more straightforward than ever before (Accenture, n.d.).

Public service executives anticipate a host of benefits from the adoption of Gen AI foundation models, with 62% expecting accelerated innovation and 56% anticipating improved customer experiences (Puri, 2023). By using Gen AI to reduce administrative burden, government agencies can free up employee resources for in-person services where they are most needed. This can mean faster, more human services for citizens when they need them most. As a result, public service executives are gearing up for significant investments in AI and next-gen computing in terms of time, money, and human capital in the next few years (Figure 2). Leaders expect a quick return on these investments. Over the next 3-5 years, an overwhelming 99% of public service leaders believe that software and services powered by AI foundation models will substantially enhance innovation and creativity in their organizations (Puri, 2023).

However, the rapid advancement of technology has also underscored the importance of preparing for potential unintended negative consequences. Public sector respondents (98%) emphasize the need for a systematic approach to manage emerging technologies responsibly and ethically. Government agencies have an obligation to serve citizens equitably, and

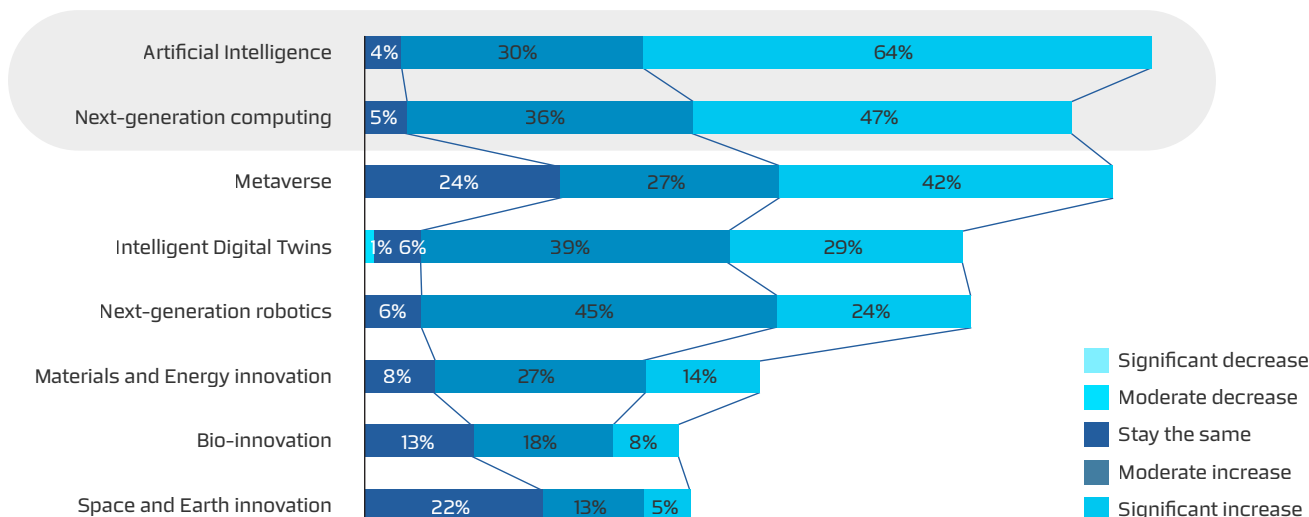
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without a strong governance strategy in place these technology implementations could exacerbate existing or even create new service inequities. Furthermore, 99% of public service executives acknowledge the critical role of data governance strategies that balance control and transparency. AI models will require high-quality and controlled data to ensure that outputs are trustworthy. Citizens will require assurance that their data and interests are protected. Now, more than ever, leaders must alleviate the concerns of those that they serve.

Figure 2

Agency leaders are scaling up dedicated resources to emerging tech, especially AI.

WHICH OF THE FOLLOWING EMERGING AREAS OF INNOVATION AND TECHNOLOGIES ARE INSPIRING YOUR ORGANIZATION'S VISION OR LONG-TERM STRATEGY? SELECT ALL THAT APPLY.



# PUBLIC DISCOURSE ON GEN AI REVEALS CONSUMER ANXIETIES

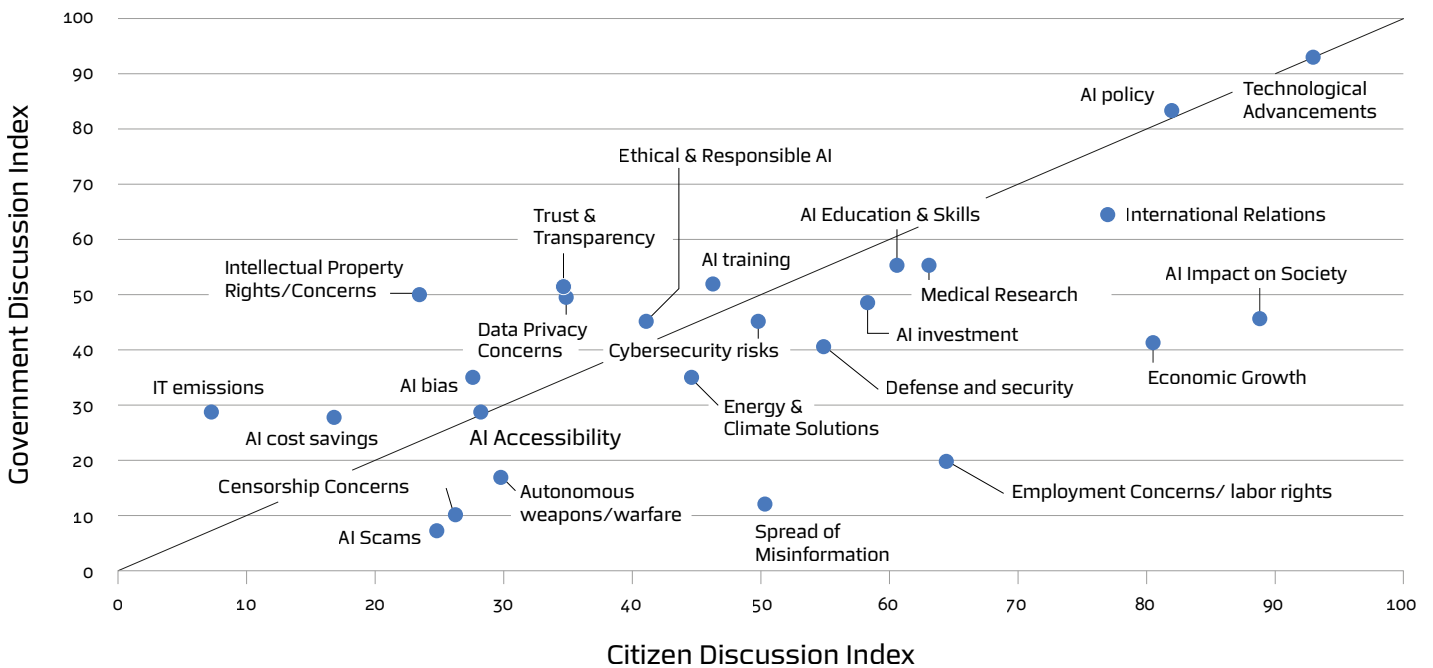
Conversations around the potential and risks of Gen AI have become increasingly prevalent in public discourse. Comparative analysis of consumer and government discourse reveals notable disparities in the focus areas of Gen AI discussions. While governments, citizens, and media outlets all extensively discuss the technological advancements in Gen AI and related policies, not all topics are receiving equivalent attention (Figure 3).

Government publications often emphasize themes like intellectual property, transparency, and data privacy, whereas consumers are more vocal about employment concerns, labor rights, and the societal


impacts of Gen AI. There is widespread concern about Gen AI replacing jobs, heightened by labor disputes around AI in the US film industry (Smith, 2023). While government leaders are right to focus on operational-level considerations, the apprehensions consumers have about Gen AI are significant and cannot be disregarded. Without trust in Gen AI practices, the efficiency gains that agencies hope for may remain elusive. It is imperative for government leaders to actively engage in discussions and proactive planning regarding the profound impact Gen AI will have on jobs, societies, and the very essence of humanity.

**Figure 3**

Comparing Government and Citizen Discussions on Gen AI – The 1:1 line is the “I Hear You Curve”. This line shows where topics that have equal citizen and government discussion indices fall. All points below this line represent topics that are discussed by citizens to a greater extent than by governments (see technical appendix for methodology).







Public sector agencies should consider proactive steps to ensure that operations and regulations evolve at the same pace as new technology to build citizen trust and realize benefits that best serve their communities. For example:

- 1 Participating actively in the ongoing dialogue about both the benefits and risks of AI,
- 2 Recognizing that responsible AI starts with a thorough understanding of data sets and inherent biases,
- 3 Ensuring that humans are always accountable for AI-driven decision-making,
- 4 Investing in technical and ethical training for the workforce to reap the full benefits of the AI revolution.

# 1. ONGOING DIALOGUE: GEN AI'S IMPACT ON SOCIETY

The speed at which technologies like Gen AI are evolving and their potential impact make it critical for governments, technologists, and citizens to maintain an ongoing conversation on both the risks and capabilities of artificial intelligence.

Many technology experts emphasize that we cannot afford to let AI developments outpace our ethical guidelines and regulations. In an open letter in March 2023, the Future of Life Institute said “Advanced AI could represent a profound change in the history of life on Earth and should be planned for and managed with commensurate care and resources” (Future of Life Institute, 2023). The letter was signed by over thirty-thousand technology and policy leaders. Government leaders play a pivotal role in pursuing the global cooperation that this challenge requires.

Figure 3 shows that “AI Impact on Society” is the second most discussed theme in citizen media publications but is not discussed as frequently in government publications. This represents an opportunity for government leaders to increase engagement in conversations about the societal impact of Gen AI. Government dialogue must explore the risks of Gen AI while simultaneously recognizing the undeniable benefits, ranging from advancing medical research to addressing the energy crisis. Transparency and policy will go a long way in building trust and increasing society’s understanding of the role AI can play in shaping our collective future.

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## 2. RESPONSIBLE AI BY DESIGN: START WITH THE RIGHT DATA AND THE RIGHT INTENTION

Responsibility is essential to AI’s success going forward. As governments capitalize on AI innovation, they bear increased responsibility to ensure algorithmic transparency, privacy, and data security.

Accenture research on AI maturity found that companies that use AI to achieve a strong competitive advantage are 53% more likely to develop AI that is responsible by design (Accenture, 2023b). When developing Gen AI systems, leaders need to start with responsible intent and the right data. For example, AI can teach systems to ignore irrelevant data, helping us overcome biases and make public services more equitable. For example, an AI platform can help companies assess and take action against gender biases. By analyzing hiring, pay, performance, potential and promotion data, AI can quickly identify internal unconscious bias, providing recommendations that make gender equality actionable and attainable (Accenture, 2021). However, an AI model is only as effective and unbiased as the

data set it is trained on. The most important first step to developing Gen AI tools is understanding available data sets and building trustworthy governance structures. This also brings to light the importance of sovereign AI, as a dependency on foreign LLM’s and cloud is a strategic vulnerability for nations (Accenture, 2023c). If a Gen AI model is not designed thoughtfully and with reliable data, it could result in a system that perpetuates biases or misinformation. Doing so requires the right guidance from knowledgeable human experts to create, train and refine the technology. Governments must make responsible AI pervasive and systematic in their organizations to generate trust, deliver value and turn risk into opportunity. When done correctly, responsible AI can improve existing AI systems and generate value for employees and citizens.









### 3. HUMAN OVERSIGHT FOR ACCOUNTABLE DECISION-MAKING

The importance of human oversight in government AI applications cannot be overstated. There is a need for strategic implementation with informed human involvement.

An example is the Pentagon's Chief Digital and AI Office, which introduced the Gen AI-powered contract-writing solution AcqBot, designed to streamline the acquisition process for the Department of Defense. This prototype, akin to ChatGPT, generates contract language and fills out PDFs, significantly reducing administrative burdens. Crucially, AcqBot doesn't autonomously make contract decisions; human review and iteration remain integral (Heckman, 2023). This is a perfect example of AI working alongside humans in an effective and supervised manner. To foster trust among employees

working alongside Gen AI, managers must transparently communicate that Gen AI is intended to replace tasks, revamp processes, and enhance the overall work experience. Granting those who work with Gen AI systems decision-making capabilities and the ability to modify outcomes ensures a sense of ownership and active participation. This empowerment cultivates trust between humans and AI. When employees have some control over AI algorithms and can achieve their goals collaboratively, a foundation of trust is established, facilitating improved outcomes for all parties involved—humans, machines, and their collaborative endeavors.

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### 4. INVEST IN PEOPLE TO SECURE THE FUTURE

Gen AI and foundation models optimize tasks, augment human capabilities, and change how people & organizations work, which has implications on skills, people, organizations and society.

Figure 3 shows that there is substantial consumer anxiety about the impact of Gen AI on employment. While Gen AI will disrupt work as we know it today, most jobs will not be entirely automated. Rather, discrete tasks will change. Less automatic, mundane routine tasks and more strategic creative work requiring human intuition and problem-solving skills. Gen AI presents the opportunity for more productive and meaningful work experiences for people. Helping people keep up with technology-driven change will be the biggest factor in realizing the full potential of language-based AI. Currently, many organizations are dramatically underinvesting in their employees in this regard. Independent economic research indicates that for every \$1 organizations spend on new AI systems, they may need to spend \$9 on getting their people ready to work with these machines in more

cognitively complex and judgment-based ways (Bass, 2023). Government agencies should be taking steps now to break down jobs into tasks and invest in training people to work effectively alongside Gen AI.

Additionally, it is important that the employees working with these technologies understand the risks and limitations of Gen AI. Policies and training are required not only to teach employees how to use AI, but also to emphasize how not to use AI. This will require recurring training to reinforce ethical and responsible standard practices when using AI-enabled tools. Blind trust of Gen AI outputs or a lack of personal accountability could prove detrimental for government service quality. Ultimately, it is the knowledge and sense of responsibility of governments, organizations, and the people working alongside the AI that will determine if that change is for better or for worse.

## CONCLUSION

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Government agencies have a unique opportunity to set the bar for responsible and impactful applications of Gen AI, simultaneously building consumer confidence in an AI-powered future.

Achieving this necessitates investment in the work processes, culture and skilling required for people to thrive and for organizations to harness Gen AI's full potential. In this transformative journey, international cooperation becomes imperative. The path to the most effective AI solutions, lies in thoughtful development. Public service leaders play an important role in architecting thorough and careful approaches to help ensure that these technologies contribute to a better future for all.





# METHODOLOGY

This report is based on research that was two-fold. First, insights were drawn from a survey of public sector leaders. From December 2022 through January 2023, Accenture Research conducted its annual cross-industry Technology Vision survey (Accenture, 2023d). This survey included a public sector sample of over 400 C-level executives and directors across public service and federal government in 34 different countries. These survey responses provide direct insight into the Gen AI strategies of agency leadership.

The second research component is a comparison of public interest and federal government interest in Gen AI topics. This was achieved through analysis of national AI strategies (and other official government AI reports) and articles from prominent media sources (newspapers, news channels, etc.) from nine different countries using the GPT3.5 turbo 16k model. The model identified the main themes of government and media publications and categorized them into predefined Gen AI topics. Topics were then plotted on a scatter plot to visually compare government interests (official reports and websites) and consumer interests (media publications) in Gen AI topics.





# TECHNICAL APPENDIX

**The “I Hear You” Curve** - The idea behind the I hear you curve is to connect and compare government mention and consumer/media mention of topics. It simply requires a measure of aggregate government mention of a topic (e.g. total number of keyword hits by topic) and aggregate consumer mention of a topic (e.g. news and blog publications containing a keyword by topic).

**Data Sourcing** - Government reports and strategic plans were manually sourced from federal government websites for the following countries: Saudi Arabia, UAE, Japan, Singapore, Australia, France, Germany, the UK, and the US. In addition, some European Union AI reports were included. Media articles were pulled from the LexisNexis database. Articles selected were published in the past year and on the topic of Gen AI or responsible AI.

**Data Processing** - The data from this process is usually very right skewed, requiring it to be normalized. Now, we need to rescale the data to show something meaningful. To do this, we can set the maximum for each side of the index to be 100 and the minimum (or zero) to be equal to zero. That way, we can scale the x and y onto a similar scale to be used for comparison. We take the output of this analysis and plot it on a trend cell scatter plot.





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