Fostering Innovation and Creativity in Public Sector

Bibhusan Bista
The 9 dots problem

Try connecting the dots with straight lines without lifting the pen from the paper
Now, try connecting the dots using only 3 straight lines
1. Look beyond the current definition of the problem

- Analyze the definition to find out what is allowed and what is not.

- Are there any real rules to the problem anyway? (especially valid in human related problems - there are only perceptions, not physical rules)

- Look for other definitions of problems.

- Do not accept other people's definitions of problems. They may be either wrong or biased.

- If a problem definition is wrong, no number of solutions will solve the real problem.
How to foster creativity
Learnings from the 9 dot problem

2. Investigate the boundaries

★ What are the boundaries which the solution must fit into?

★ Are the boundaries your own perceptions or reality?

★ What are the possibilities if you push the boundaries?

★ What are the benefits of small boundary changes?
Each animal need its own pen

Draw two squares to create a private pen for each animal below.
Previous thoughts and approaches might not work all the time!
Creativity Test

Write down all of the possible uses for an empty tin can you can think of.
Elements of Creativity
Learnings from the empty can exercise

1. Fluidity
   How many ideas did you create?

2. Flexibility
   How many categories did you create?

3. Originality
   What unique, unusual applications did you create?

5. Elaboration
   Did you detail or expand on the item itself?
Stages of Creative Process

1. Preparation
2. Concentration
3. Incubation
4. Illumination
5. Evaluation or Verification
6. Innovation
Creativity

Bringing **unique approach** and way of thinking to the way you do things

Innovation

Result of a creative process; ending up with a **new product or service**
Creativity → Innovation

Input → Ideas into Action

Ideas
Innovation in the Public Sector
Role of Information and Communication Technologies
In the Democratic Republic of Congo, citizens of South Kivu Province are using “mSurvey” to obtain information about budget meetings. Using just their mobile phones, they can actively monitor, discover what was decided at meetings, and evaluate those decisions via online voting.
How often do you get to **co-design solutions** to address problems in your city or country? Residents of **Rio Grande Do Sul State, Brazil**, are able to do that via their “**Governor asks**” initiative. More than 60,000 citizens have submitted proposals via mobile, web and face-to-face exchanges to address policy challenges.
A community monitoring tool on educational services in the Philippines called CheckMySchool uses technology to motivate government responsiveness for development results. For example, locals are using CheckMySchool to crowdsource reports on the quality of toilets in schools. This incentivized government authorities to respond to the reports: first with inspections and second with funding to improve the poor facilities.
Kerala in India, is using the internet to improve its public services. A program called Akshaya is starting to transform the relationship between citizens and public services. Akshaya makes it easy for citizens to obtain a driver’s license or keep the government accountable. Akshaya “focuses on efficiency, equity and transparency of services by reducing the burden of physical visits to separate agencies, providing ready access to information, diminishing the discretion of
Wouldn’t it be helpful if you could easily report in real-time if a teacher doesn’t show up for class? OnTrack is an engagement mechanism that allows citizens to provide feedback to government implementing agencies of World Bank financed programs. OnTrack uses SMS, web and interactive mapping to engage citizens who can hold their governments accountable and improve services. OnTrack is currently being implemented in Bolivia, Ghana, Nepal and Zambia.
Citizens monitor. Everyone wins.

$1,027,542,359
worth of projects monitored since 2013

44% Fix-Rate™ achieved

SEE HOW IT WORKS
Hamro Police is a smartphone app that enables members of the public within Kathmandu Valley to report incidents easily.
“Traffic Police, Nepal” App or Traffic App will serve as a tool that will basically enable members of the public to readily gain access to important information on status of traffic in the Kathmandu valley while also allowing them to input critical traffic related information to assist the Traffic Police in their quest to regulate traffic in a better, safer and systematic manner. It is hoped that the interactions and exchange of information between road users and traffic police, through the app, will play a constructive role in helping improve the condition of traffic as well as the driving experience on the
Lodge Your Grievance Here

1. **Grievance Details**
   - Select grievance category *
   - Grievance Details *
   - Upload additional document (if any)
     (You Can upload any documents, images, video of size Upto 10 MB)

2. **Receiving Office Details**
   - You must select any one of them
     - Select

3. **Your Personal Details**
विकास कार्यक्रमहरू आयोजनाहरूको प्रगति अनुगमन प्रणाली

यहाँ आफ्नो स्वास्थ्य मन्त्रालयले प्राथमिकतामा आधारित हरी सज्जनालाई गरेको विकास कार्यक्रम एवं आयोजनाहरूको प्रगतिका अनुगमन गरिरहेको छ। यस्ता कार्यक्रमहरू प्राथमिकता नंबर १, प्राथमिकता नंबर २ र प्राथमिकता नंबर ३ को रूपमा नेपालमा लागू हुने गर्दछन्। यहाँबाट तपाईंले त्यस्ता प्रत्येक विकास कार्यक्रमहरूको भौतिक एवं वित्तिय प्रगति के कस्तो रहेको छ भने बारेमा तत्काल जानकारी पाउन सक्नुहुने छ।

५१ विकास कार्यक्रमहरू

प्रत्येक कार्यक्रमहरूको ३ प्राथमिकतामा यस्ती विभाजित गरिएका छन:

<table>
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<tr>
<th>प्राथमिकता</th>
<th>विकास कार्यक्रमहरू</th>
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<td>२२ कार्यक्रमहरू</td>
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<td>५ कार्यक्रमहरू</td>
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</tbody>
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विकास कार्यक्रमहरूको प्रगति

| चालू खर्च | ४३% |
| पूँजीगत खर्च | २१% |
लैडिक ग डिंसा भएमा

क्षबर गर्नौं ११४५

हेलिकोप्टर डिंसा विस्थापन हामी

तेलिफोन	एसएमएस	अनलाइन	सहायता केन्द्र

telphone	mobile	online	assistance centre
बस्तुगत विवरण
(ई-प्रोफाइल)
यस खण्डमा साँफेबागको बस्तुगत विवरण सम्बन्धी तथ्याङ्क उपलब्ध छ। यत्रबाह्र हे नगरपालिकाका रहेका विविध आकर्षणको केन्द्रहरू र रोको विवरण सार्थक नक्सागाम रहेको छ।

साँफेबाग नगरपालिकासँग सम्बन्धित जानकारीहरू
यस खण्डमा नगरपालिकाको सम्बन्धित विभिन्न महत्वपूर्ण उपयोगी जानकारी उपलब्ध छ।
Types of Innovation in the public sector

- Service
- Process
- Regulatory
- Policy
<table>
<thead>
<tr>
<th><strong>Service Innovation:</strong></th>
<th>Developing a new service concept or doing a step change improvement to an existing service.</th>
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<tr>
<td><strong>Process innovation:</strong></td>
<td>Generate a notable increase in productivity or to drive down costs significantly.</td>
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<td><strong>Regulatory innovation:</strong></td>
<td>Balancing the objectives of achieving regulatory effectiveness while not simply creating unnecessary burdens</td>
</tr>
<tr>
<td><strong>Policy innovation:</strong></td>
<td>Identifying the needs of constituents and shortening the time required to develop, test, implement and diffuse a policy.</td>
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Public Sector Innovation Framework

- Generating and Sharing Ideas
- Empowering the Workforce
- Reviewing Organisational Design
- Navigating Rules and Process

- Data Information
- Knowledge
- Openness
- Learning
- Human Resources
- Leadership
- Feedback
- Culture
- Motivation
- Partnerships
- Institutional Arrangements
- Structures
- Work Design
- Legal Environment
- Regulations
- Budgeting
- Project Management
Innovation is all about change!
Change and Digital Transformation
Takeways

Change starts with you - If you can't change, no one will

Driving the change rather than being driven by change

Change is combination of various independent elements

Machines are not humans - Humans need to be more smarter

To achieve real change:
Engage with what might be and not just what is
Think about future - 5-7 years from today

Technology is about how of change but humans are about why of change

Change is not about individual systems but about ecosystems.
Technology and Governance
video 2....
Takeways

How can we contextualize Technology and Good Governance in Nepalese local context?

Think about concrete ideas to embrace technology for good governance
Technology, Empowerment and Engagement
video 3....
Think of **innovative ways to use technology** for Empowerment and Engagement in work area.
Leader as an Innovator

- creative visionaries
- who have big ideas
- can motivate people around them to turn those ideas into reality

An innovative leader does not even need to be the person who creates
Information and Communication Technologies (ICTs)
**Information and communications technology (ICT)** is often used as an extended synonym or as an umbrella term for **Information Technology**.

But it is more specific term that stresses the role of:

- Unified Communications and the integration of telecommunication
- Computers and hardware resources
- Software resources

Enable users to access, store, transmit and manipulate information.
What **Information** to consume, process and provide?

How to **Communicate** and when?

What **Technologies** to use and adapt?
What do we know now?
Human Centered Design

The innovation process
HUMAN CENTRED LAB PROCESS

1. **EMPATHY**
   - Stories
   - Ethnographic Research
   - Sense Making
   - System Mapping

2. **DEFINE**
   - Making sense of needs and insights from stories
   - “How Might We” Questions

3. **IDEATE**
   - Brainstorming
   - Getting ideas from other fields
   - Co-designing with community
   - Building on ideas of others

4. **PROTOTYPE**
   - Choosing ideas that could meet needs
   - Making prototypes of what a service, policy innovation could look like

5. **TEST**
   - Checking the prototypes with community/with user groups the prototypes are for
Is it possible to adopt Human Centered Design to public sector innovation in Nepal?
6 emerging trends in government innovation
Combining human and machine data: Governments are finding new ways of combining the insights of citizens with machine-generated data and analytics to improve government services.

In Netherlands, police and fire departments use Twitcident to gather and analyze Twitter data to better respond to emergencies.
Scaling government: Finding new ways to scale up innovation, from small-scale pilots to larger government initiatives (labs, incubators, etc.)

Australia has launched DataStart, a public-private partnership to find, incubate and accelerate start-up ideas that leverage openly available data from the Australian Government.
Citizens as experts: Engaging citizens at every stage of the policy cycle: from shaping ideas to designing, delivering and monitoring public services.

Finland’s Place to Experiment platform connects citizen innovators with government and crowdfunded resources to find new ways to strengthen government programs.
Personalized services: Designing user-centred services that provide holistic solutions which are more attuned to the needs of each individual citizen

In Estonia, when a child is born in a hospital, all of the services connected to childbirth are automatically initiated.
Experimental government: By testing and validating new ideas at a manageable scale before diffusing and scaling-up, governments can explore new solutions while minimizing costs.

Public sectors increasingly use randomized control trials (RCTs) and other evaluation methods to assess the impact of public policies on a reduced sample of individuals, so as to help identify promising practices that could be expanded to larger groups.
Transforming internal systems and processes: Adjusting the internal mechanisms of government in ways that enable innovation.

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Innovation sustainability

Support and Willingness

Resources

Integration
1. How to foster creativity
2. Elements of creativity
3. Stages of creative process
4. Creativity and Innovation
5. Types of Innovation in the public sector
6. Public sector innovation framework
7. Innovation and Change
8. Technology and Governance
9. Leader as an Innovator
10. Information and Communication Technologies
11. Human Centered Design: The innovation process
12. Emerging trends in government innovation
Further Reading / References


• Human Centered Design: http://www.designkit.org/human-centered-design
• 9 Dots Exercise: https://www.youtube.com/watch?v=h_zMmGVWKkw

• Unleash your creativity and make more public value: http://www.gfoa.org/sites/default/files/GFR_FEB_11_58.pdf

• Design thinking for public service excellence: http://www.undp.org/content/dam/uspc/docs/GPCSE_Design%20Thinking.pdf

Thank You!
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