Training Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups

Module 11.1
Developing Public Sector Capacity for Innovation and Inclusion of Vulnerable Groups

Part 1. Developing Capacity for Government Innovation for Social Inclusion

Content

1. Leadership and empowerment of public servants for inclusive innovation
2. Institutional and organizational capacities for inclusive innovation
3. Inclusive stakeholder engagement and partnerships
4. Technical capacities for digital government

Learning objectives

- To understand the need to establish the right capacities within the government for governmental innovation to improve the social inclusion of vulnerable groups?
- To provide policy suggestions on how to create the capacity to innovate and how to remove factors that hinder that capacity

1. Leadership and Empowerment of Public Servants for Inclusive Innovation

Photo credit: UN Photo/Evan Schneider

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Innovation Is About People

- "What we need to develop is people, not things!"
- People are running governmental institutions and public services
- People create vision for change and implement it
- People are central to every stage of governmental innovation
- "People" include
  - ➢ Political leaders
  - ➢ Public workforce from senior management to frontline public service officers
  - ➢ NGOs and companies cooperating with public services
  - ➢ People from vulnerable groups that benefit from public services

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Political leadership

Innovating public services needs **political leadership**

- ➢ **Political will** of political leaders, prime minister, ministers
- ➢ Leadership should provide the political vision for the inclusion of vulnerable groups and the required innovation
- ➢ Leadership must represent the values of **people-centered innovation**
- ➢ Leadership must mobilize political **support**
- ➢ Leadership must **drive change** and guide **transformation process**
- ➢ Dedicated **responsibility** in a cabinet or special body responsible to the top-level (steering board or task-force)
- ➢ Leadership must be **cross-sectoral**

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Empowering Public Servants – Mindsets, Capacities and Skills

- Public servants: the key capacity for government innovation and implementation of public services improving the social inclusion of vulnerable groups

- Therefore, any government innovation for social inclusion of vulnerable groups has to invest in the development of the capacities, capabilities and competences of public sector staff

- In order to establish innovative people-centered services public sector staff must be
  - ➤ **Encouraged** to develop the right **motivation and inclusive mindset**
  - ➤ **Enabled** through the necessary **skills** development

People-centered and inclusive mindset

Innovative mindset

Leadership & Commitment for inclusion

Flexibility & Adaptability

Accountability & Transparency

Design thinking & Integrative approach

Empathy & Communication skills

Digital skills for innovative services and collaboration

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Empowering Public Servants – Mindsets, Capacities and Skills

- Promote a motivation for **people-centered** service delivery and social inclusion of vulnerable groups
- Promote **empathy** towards the clients of public service, in particular vulnerable groups
- Promote the **ambition of excellence** in public service
- Promote the attitudes of **professionalism**, **integrity**, **ethical behaviour**, **accountability**

- **Overcoming 'resistance to change'**
  - ➢Remove factors that lead to a **culture of risk aversion;**
  - ➢Encourage willingness to **take initiative, experiment** and learn from what works in practice
  - ➢**Promoting** and **rewarding** 'champions of change'
  - ➢**Involving** staff in the innovation process
  - ➢Providing **transparency** about the innovation process
  - ➢Leading by example

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Empowering Public Servants – Mindsets, Capacities and Skills

- **What are Mindsets?**
  - Mindset is a set of basic values, beliefs, perceptions and attitudes that influence the behavior of a person.
  - The mindsets of public staff determine the organizational culture of an institution as unwritten rules.

- **Approaches to Change Mindsets**
  - Leaders acting as example and role model for people-centered service
  - Promotion of people-centered mindset in Human Resource Management: recruitment, promotion, incentives
  - Overcome 'resistance to change' by promoting a culture of proactiveness, experimentation and learning
  - Creation of direct contact between staff and people from vulnerable groups
  - Provide channels for direct feedback about service satisfaction from people from vulnerable groups to staff
  - Make successful staff visible, celebrating success inspires others
  - Empathy training

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Empowering Public Servants – Mindsets, Capacities and Skills

- **What is an Inclusive Mindset?**
  - ➢ Inclusive mindset can be understood as the mindset that puts an emphasis on promoting the value of "inclusion", and specifically in the context of the 2030 Agenda, on ensuring leaving no one behind by engaging those who are left behind and listening to their voices and perspectives in the process of decision-making.

- **Challenges of Developing An Inclusive Mindset**

  - ➢ Lack of commitment to inclusion
  - ➢ Stereotype values and deep-rooted bias due to cultural, ethnic, religious, among other factors
  - ➢ Lack of courage to face the challenges and inertia/tolerance of the status quo
  - ➢ Lack of capacity for collaboration with other stakeholders and empowering vulnerable groups

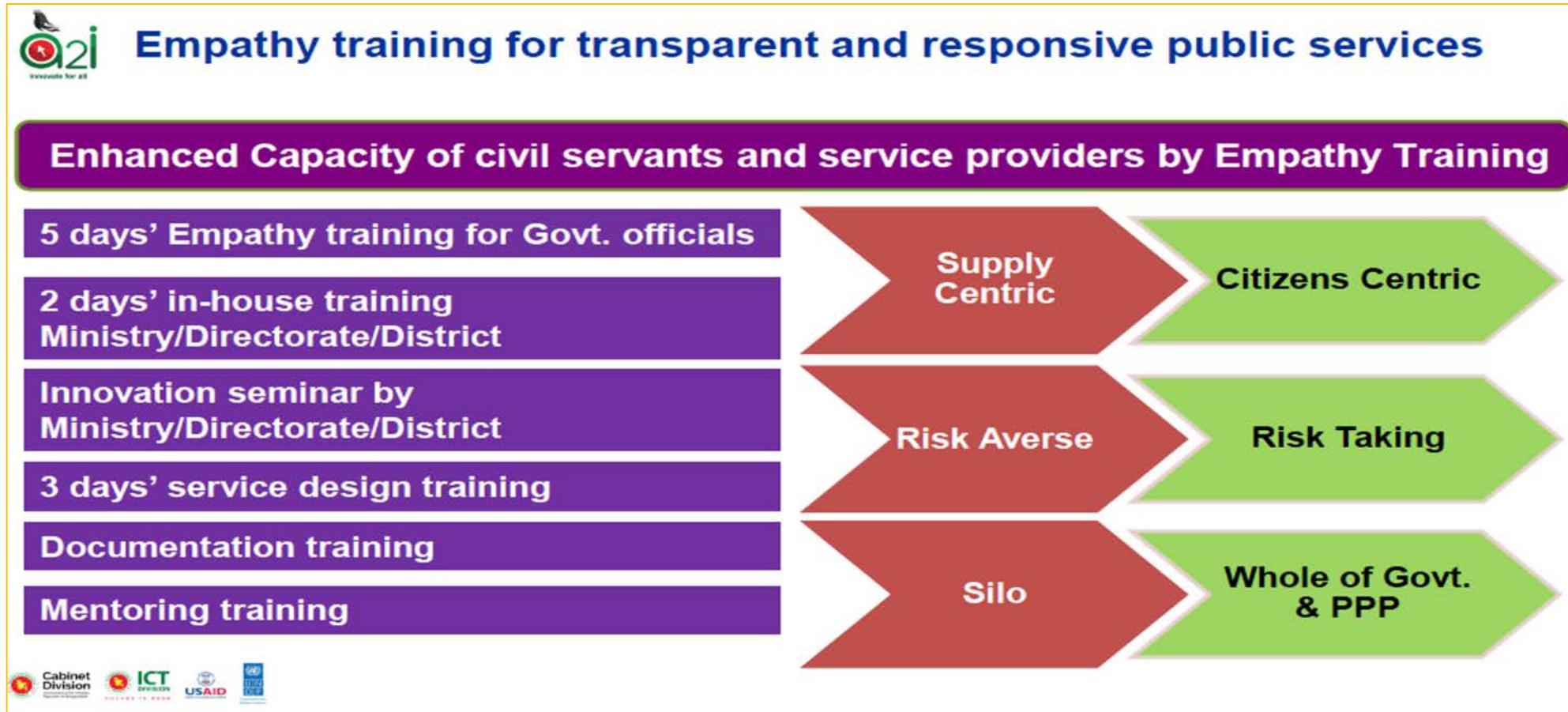# 1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Empowering Public Servants – Mindsets, Capacities and Skills

- Civil servants need to be **enabled** to provide people-centered services through **training of appropriate skills**
  - ➢ **Administrative skills** (administrative processes and institutions, various programmes for vulnerable groups, etc.)
  - ➢ **Technical skills**: health, housing, education
  - ➢ Information about the needs of **vulnerable groups** and how to address them
  - ➢ **Digital literacy and data literacy**
  - ➢ **Social skills**: interaction with clients, teamwork, etc.
  - ➢ **Skills for public service innovation**

- **Example**: **Training and information for interaction with persons with disabilities**
  - ➢ Publication of standards about equipment of service centers/offices (parking, doors, toilets, etc.)
  - ➢ Training for frontline-staff how to interact with disabled persons (e.g. hearing or visual disabilities)

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

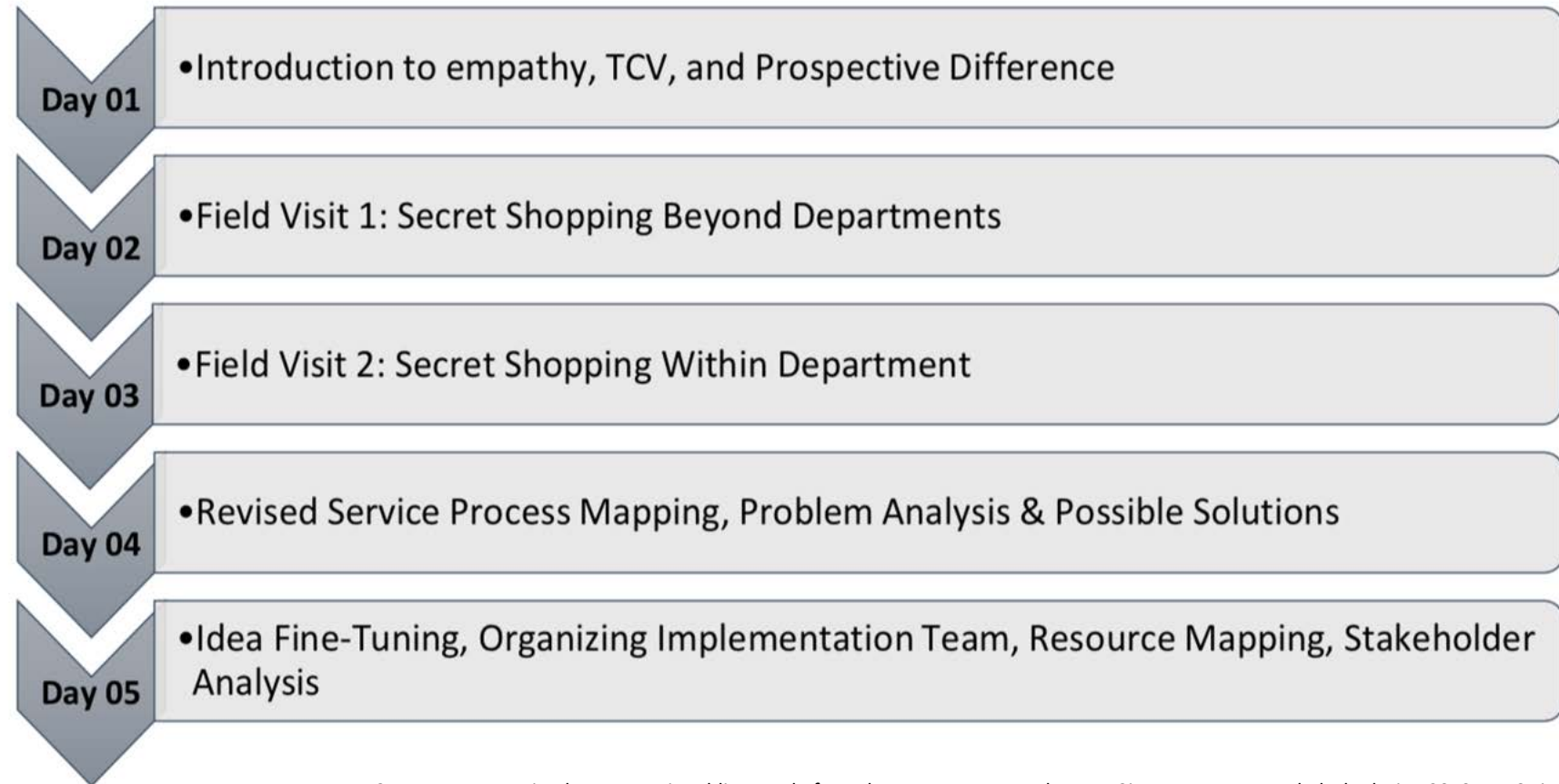## Bangladesh: Empathy Training (1)

Source: Presentation by Mr. Ramiz Uddin, Head of Results Management and Data, a2i Programme, Bangladesh, during 2019 UNPSF in Baku

1. Leadership and Empowerment of Public Officials for Inclusive Innovation

Bangladesh: Empathy Training (2)

Day 01
- Introduction to empathy, TCV, and Prospective Difference

Day 02
- Field Visit 1: Secret Shopping Beyond Departments

Day 03
- Field Visit 2: Secret Shopping Within Department

Day 04
- Revised Service Process Mapping, Problem Analysis & Possible Solutions

Day 05
- Idea Fine-Tuning, Organizing Implementation Team, Resource Mapping, Stakeholder Analysis

Source: Presentation by Mr. Ramiz Uddin, Head of Results Management and Data, a2i Programme, Bangladesh, during 2019 UNPSF in Baku

1. Leadership and Empowerment of Public Officials for Inclusive Innovation Skills for Government Innovation

The Innovation Life-Cycle

Source: OECD (2016) Innovation Lifecycle Study

- Innovation is a complex process that requires skilled application.

- The core-teams managing innovation projects need training in methodologies for effective and participatory innovation management.

- They also need training about participatory workshop formats and moderation.

- An innovation methodology *Design Thinking* will be presented in Module 11.2.

2. Institutional and Organizational Capacities for Inclusive Innovation

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Strategic Approach

Government innovation projects for social inclusion should be based on a social innovation **strategy:**

➢ Defining **goals and expected results**

➢ Defining the **target group** of the government innovation project – what are the objectives in respect to which vulnerable groups

➢ Ensuring government-wide **cross-sectoral coherence**

➢ Linking to the **National SDGs Implementation Plan**

➢ Avoiding purely **reactive response** to problems

➢ Providing **transparency** for civil servants and the public about the innovation process

2. Institutional and Organizational Capacities for Inclusive Innovation

Strategizing as a Learning Process

- There are many definitions of what a strategy is (Mintzberg, 'Strategy Safari').

- **Defining strategy as having a plan** aligns with hierarchical governance thinking.

- However, a strategic approach is more than only producing a **strategy document/plan.**

- It also includes 'strategizing' as **permanent learning process.** Considering strategy as a learning process aligns with network governance thinking.

2. Institutional and Organizational Capacities for Inclusive Innovation

Mobilizing Innovators in Government Across Sectors and Levels

- Government innovation projects for social inclusion of vulnerable groups need **whole-of-government approaches** cooperation across governmental sectors and levels since challenges and root causes of vulnerability are usually multi-dimensional: poverty, health, education, environment, etc.

- Establish **cross-sector and cross-level teams and task-forces** within government to drive innovation projects
  - ➢ Define a clear mandate: developing a concrete innovation project to solve a concrete problem
  - ➢ Establish project teams on a temporary basis

2. Institutional and Organizational Capacities for Inclusive Innovation

The Role of Networks of *Agents of Change*

- Create wider **Networks of *Agents of Change*: leaders, champions and supporters of government innovation**

  ➤ Appoint **a person in each ministry, regional or local authority** that function as a contact point for governmental innovation and channel for dissemination of information and consultation

  ➤ Include a **wider network of public staff** that is committed to governmental innovation and has participated in innovation projects or trainings

  ➤ Add a **wider network of supporters** of government innovation in NGOs, private sector, academia etc.

  ➤ The network should be **nurtured with regular information** about innovation initiatives, events, trainings, success stories, etc.

  ➤ Regular events can bring the network together, such an annual ***Innovation Day*** or a regular ***Innovation Award*** for outstanding governmental innovation.

2. Institutional and Organizational Capacities for Inclusive Innovation

The Role of Central Innovation Teams

- Many governments established **Central Innovation Teams** that promote government innovation on a permanent basis (also called Innovation Services or Labs)

- Innovation Teams are **institutionalized** in various forms: as part of a governmental institution, separate agency, based on a partnerships with the private sector, NGOs or academia …

- Innovation Teams are established at national level, but also at larger cities

- They focus on one or several of following tasks
  - ➢ Collecting and evaluating data for evidence-based governmental innovation
  - ➢ Creating solutions to solve specific challenges
  - ➢ Engaging citizens, non-profits and businesses to find new ideas
  - ➢ Transforming the processes, skills and culture of government
  - ➢ Evaluating innovation projects and sharing best practices and experiences
  - ➢ Achieving wider policy and systems change

2. Institutional and Organizational Capacities for Inclusive Innovation

South Africa - Centre for Public Service Innovation (CPSI)

- **Vision:** A solution-focused, effective and efficient Public Sector through innovation.

- **Mission:** To act as facilitator for the unearthing, development and practical implementation of innovative solutions within and throughout the public service.

- **Mandate**
  - Provide the Minister for the Public Service and Administration with independent, diverse and forward-looking research findings and advice on innovative service delivery with a specific focus on government's priorities.
  - Enhance public service transformation through innovation partnerships for incubating, testing and piloting innovative solutions.
  - Support the creation of an enabling environment for innovation within the structures and agencies of the South African government.

2. Institutional and Organizational Capacities for Inclusive Innovation

UK - Policy Lab

Souce: https://openpolicy.blog.gov.uk

Republic of Korea - Open Policy Lab
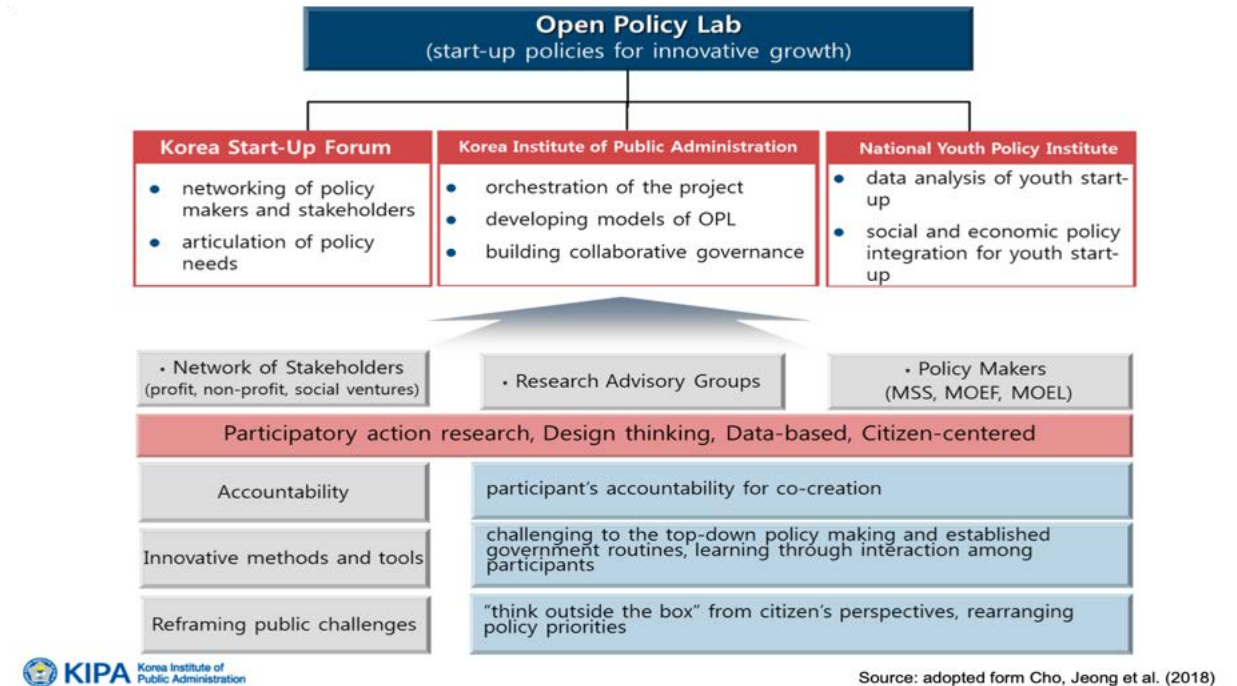
Souce: Presentation by Se-Hyun Cho, Director, Korea Institute of Public Administration delivered during The 8th Fiscal Forum (Sep 2019) available www.kdi.re.kr

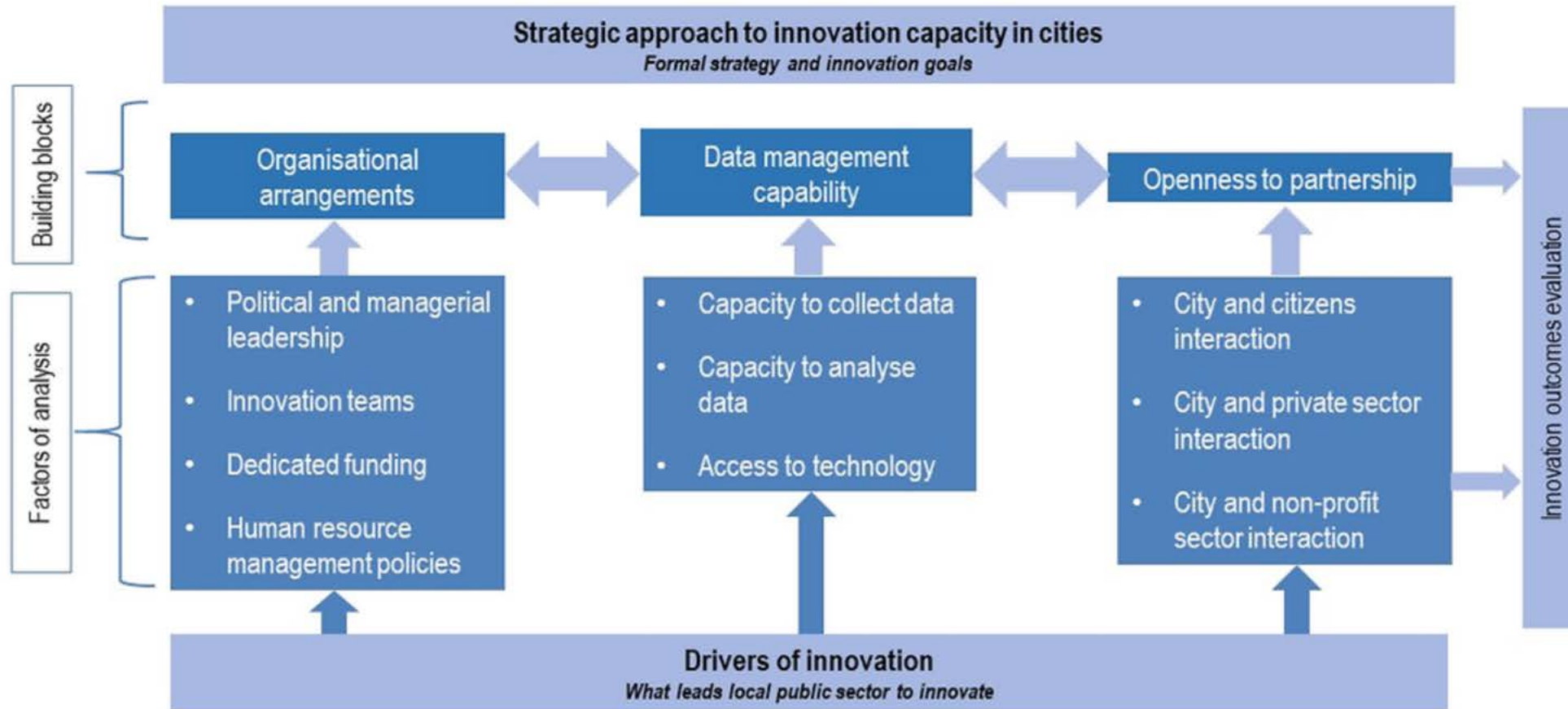# 2. Institutional and Organizational Capacities for Inclusive Innovation

Strengthening the Role of the Local Authorities

- Local authorities have an essential role in government innovation projects since innovation for social inclusion of vulnerable groups need to be embedded in the local context and environment.

- Engagement with people from vulnerable groups is organized most effectively at local level; **local authorities as a bridge for co-designing and co-creating public services.**

- Local authorities must be empowered to innovate by providing flexibility and room for experimentation as well as (financial) resources.

- Local authorities should be supported by central innovation services (e.g. through Central Innovation Teams): guidance, innovation examples & experiences, training in innovation skills, methodology of developing and managing innovation projects.

- Empowerment of local authorities must be complemented with **multi-level coordination.**

Analytical Framework for Cities' Innovation Capacity

Source: OECD (2019) Enhancing Innovation Capacity in City Government

2. Institutional and Organizational Capacities for Inclusive Innovation

Strengthening Capacities for Data Management

- **Governmental innovation for social inclusion of vulnerable groups must be evidence-based (further information in Module 14).**
  - ➢ Collection of a mix of integrated and disaggregated data is required to identify vulnerable groups, root causes and risk factors for vulnerability.
  - ➢ Impacts of public service activity to be measured.
  - ➢ Results of governmental innovation projects to be monitored.

- **This requires strengthening of governmental capacities for data management and evaluation.**
  - ➢ Capacities of National Statistical Offices need to be enhanced (in line with their role in monitoring the SDG implementation).
  - ➢ Governmental Innovation Project Teams need access to data and data literacy.
  - ➢ Central Innovation Teams provide support with research and data evaluation for innovation projects.

3. Inclusive Stakeholder Engagement and Partnerships

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Capacities for Inclusive Stakeholder Engagement and Partnerships

- Providing public services in cooperation and partnership is one of the key elements of people-centered public service reform (as explained in Module 7).

- *Open Innovation* means involving non-governmental stakeholders in the innovation of governmental services.
  - ➢ **Co-designing**: involving citizens in decisions on the design process of public services
  - ➢ **Co-creating:** enabling citizens to become an active, informed partner in problem-solving

- Governments have to develop **capacities for open innovation** through:
  - ➢ Acquiring **competencies for effective stakeholder engagement**
  - ➢ Establishing **platforms, locations and tools for open innovation**
  - ➢ Building **partnerships with non-governmental stakeholders**

3. Inclusive Stakeholder Engagement and Partnerships
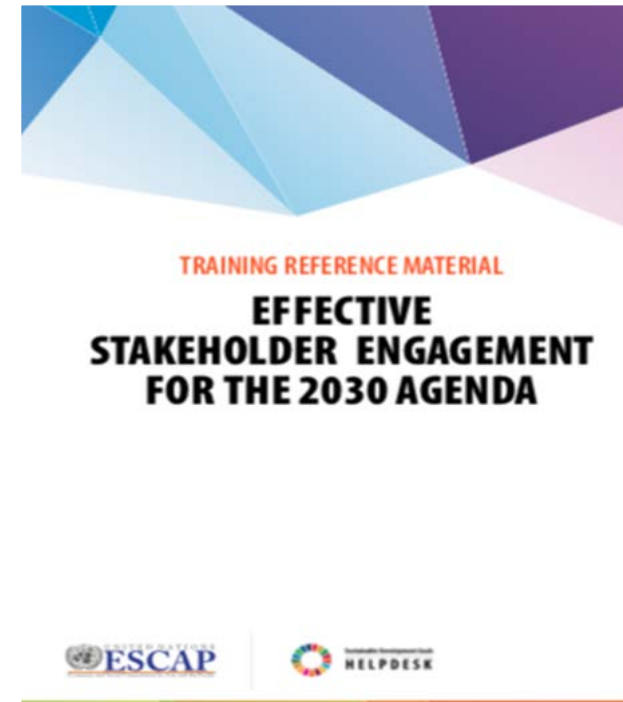
Competence for Effective Stakeholder Engagement

- Engagement of vulnerable groups and stakeholders requires **engagement competence** at the governmental organisation that initiates or leads the engagement process, this means:
  - ➢ The organisational culture is open to the right of citizens and non-governmental stakeholders to participate in public affairs.
  - ➢ Clear mandate and resources to engage in stakeholder participation are present.
  - ➢ The organisation is flexible to engage in discussion processes to learn and, if needed, revise own positions.
  - ➢ Meaningful stakeholder engagement needs careful planning of the engagement process, a skilled application and a profound evaluation of results.

3. Inclusive Stakeholder Engagement and Partnerships

Competence for Effective Stakeholder Engagement
- How to Ensure Quality Engagement?

- Meaningful stakeholder engagement needs careful planning of the engagement process, a skilled application and a profound evaluation of results.

- UNESCAP & International Association for Public Participation (2018) Training on Effective Stakeholder Engagement for the 2030 Agenda

TRAINING REFERENCE MATERIAL

EFFECTIVE STAKEHOLDER ENGAGEMENT FOR THE 2030 AGENDA

ESCAP   HELPDESK

https://www.unescap.org/resources/training-reference-material-effective-stakeholder-engagement-2030-agenda

3. Inclusive Stakeholder Engagement and Partnerships

Competence for Effective Stakeholder Engagement

The Four Dimensions of Quality Engagement

PURPOSEFUL ENGAGEMENT
PROACTIVE ENGAGEMENT
INCLUSIVE ENGAGEMENT
TRANSFORMATIVE ENGAGEMENT

QUALITY ENGAGEMENT
PLANNING EFFECTIVE ENGAGEMENT
EVALUATING ENGAGEMENT PROCESSES

SOURCE: ESCAP

The Quality Engagement Planning and Assessment Framework – Inclusive Engagement

INCLUSIVE ENGAGEMENT

3.1 Stakeholder Analysis [Stakeholder analysis ensures representativeness and understanding of the UN major groups, other stakeholders and respects participation as a right]

3.2 Diversity of perspectives shared [The engagement process provides equitable opportunities for a diverse range of perspectives to be shared, including assenting and dissenting views, scientific perspectives, human rights perspectives and others, as appropriate]

3.3 Dealing with barriers to participation [Barriers to participation for specific groups are clearly identified and active steps have been taken to reduce them (eg: Accessibility, Technology, Social prejudice, Cultural, "safe space", Language, etc)]]

3.4 Inclusion of disadvantaged groups ["Leave no one behind" – Disadvantaged groups are clearly identified and specific measures are put in place for engaging them]

3.5 Appropriateness from cultural and other perspectives [Engagement method and process demonstrates cultural sensitivity and awareness, seeking to balance power relationships within society]

3.6 Provision of safe spaces [Methods, institution, facilitation and physical spaces encourage open participation and provide adequate protection for people from reprisals]

Source: UNESCAP & International Association for Public Participation (2018) Training Reference Material on Effective Stakeholder Engagement for the 2030 Agenda

3. Inclusive Stakeholder Engagement and Partnerships

Establishing Platforms, Locations and Tools for Open Innovation

- **Establishing platforms, locations and tools for open innovation** help governments to create capacity for open innovation for the social inclusion of vulnerable groups.

- **Platforms and locations for open innovation can established through:**
  - ➢ Using digital platforms and other digital tools
  - ➢ Using or creating public spaces for the organisation of participatory events and workshops: using local townhalls or transforming unused buildings into temporary open innovation hubs for a certain local innovation project

3. Inclusive Stakeholder Engagement and Partnerships

Building Partnerships with Non-Governmental Stakeholders

- Partnerships with non-governmental stakeholders have a huge potential to create capacity for inclusive innovation projects.

- Each partner contributes its distinct capacities to innovative problem-solving.

- Partnership agreements should fix:
  - ➢ Clear tasks and roles for each partner
  - ➢ Shared objectives and targets
  - ➢ Mutual accountability

- Possibly also funding Development Organisations can be included. More about the use of partnerships for funding innovation projects can be found in the Module 13.

Types of partner

Corporations and large businesses – with huge resources, highly motivated staff and often global reach.

Government – with convening power and authority to incentivise participation with funding, policy and regulation.

Civil society – with the expertise and depth of knowledge on entrenched social issues and funding resources to support the partnership.

Social innovators and citizens – with ideas, drive and expertise on the issues being addressed.

Corporations and large businesses

Government

Civil society

Social innovators and citizens

Source: Nesta (2019) 20 Tools for Innovating Government
available at: https://www.nesta.org.uk/report/20-tools-innovating-government/

4. Technical Capacities for Digital Government

Photo credit: UN Photo/Jean-Marc Ferré

4. Technical Capacities for Digital Government

- Not all public institutions are "**fit-for-technology**" to deliver the dynamic and diverse Goals and Targets of the SDGs.

- Some institutions may not be staffed appropriately or sufficiently, due to a lack of funding or brain-drain. Some public servants may lack the technology capacity, competency, policy knowledge or political acumen to mobilize technologies to deliver the complex and integrated demands of public service through digital government tools.

- Public servants, therefore, need to have adequate **digital skills, capacities, innovative mindsets and complex thinking skills** in order to explore and adapt new technologies to deliver digital services. They should also be ready to initiate or embrace new innovations and technologies to accelerate the implementation of the SDGs.

- Depending on context, public institutions may need to undergo **a systemic transformative institutional change**, to be rebuilt, reformed or re-aligned to effectively deploy technologies for implementation of the SDGs and national development strategies.

4. Technical Capacities for Digital Government

In the United Nations E-Government Survey 2020, the following themes are elaborated:

1) strengthening digital capacity in general;
2) building digital capacity for the public sector;
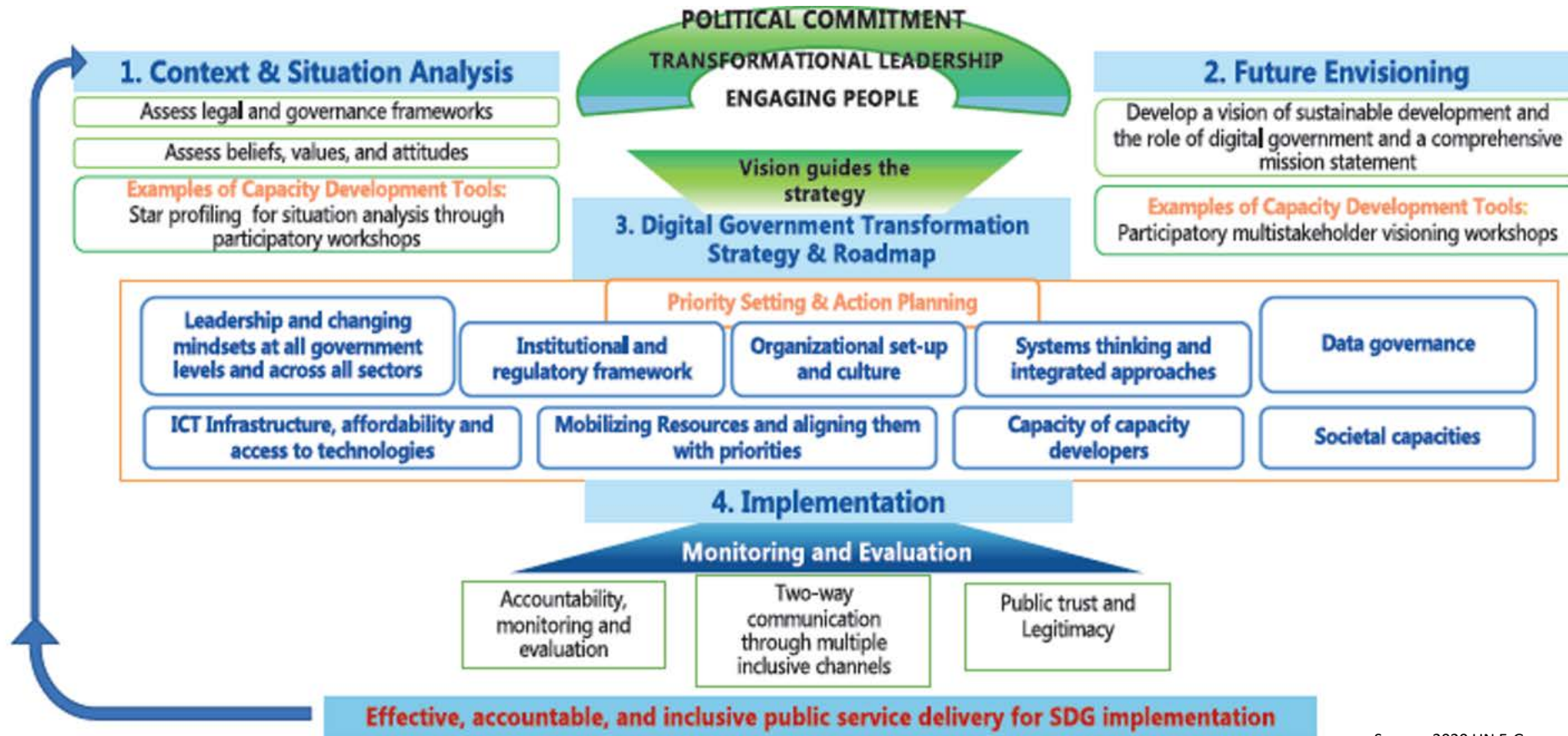3) building digital literacy for the general public as users of digital services;

4. Technical Capacities for Digital Government

A Holistic Approach to Digital Government Transformation and Capacity Development

Source: 2020 UN E-Government Survey, p. 182

Group Work

Group Work

🕐 30'

Group Discussion: Experiences on Capacities Needed for Innovation for Social Inclusion

1. What are the main <u>barriers</u> in your country's administrative culture and governance?
2. Where do you see <u>opportunities</u> for change, in terms of leadership, strategic approach, participation & partnership, human resources, knowledge and data?
3. What kind of innovative institutional <u>arrangements</u> should be necessary?

End of Module 11.1

Division for Public Institutions and Digital Government