Module 11.2
Developing Public Sector Capacity for Innovation and Inclusion of Vulnerable Groups

Contents
1. Practical tools for planning stakeholder engagement
2. Practical tools for designing government innovation for social inclusion

Learning objectives
• To Learn about how to support meaningful stakeholder engagement and initiate, design and manage the innovation processes
1. Practical Tools for Planning Stakeholder Engagement
Stakeholder Engagement for Social Inclusion

Effectively engaging vulnerable groups and stakeholders in government innovation leads to better results in social inclusion through:

- a realistic understanding of the problems and issues
- the recognition of the systemic nature of “the way things work” — inter-relations between economic, social and environmental dimensions
- greater social acceptance, support & reduced conflict
- potential for creative, equitable solutions

But many things can go wrong due to:

- Diverging expectations of different stakeholders
- Lack of transparency of the engagement process
- Lack of trust of stakeholders
- Barriers of access of vulnerable groups to the engagement process
- Unprepared and uncoordinated processes
1. Practical Tools for Planning Stakeholder Engagement

Importance to Ensure Quality Stakeholder Engagement

Meaningful stakeholder engagement needs:

- Careful definition of objectives of the stakeholder engagement for the government innovation project
- Mapping of the stakeholder engagement and
- Planning of the engagement sequence

More detailed information can be found in the UNESCAP & International Association for Public Participation (2018). Training Reference Material on Effective Stakeholder Engagement for the 2030 Agenda.

https://www.unescap.org/resources/training-reference-material-effective-stakeholder-engagement-2030-agenda
1. Practical Tools for Planning Stakeholder Engagement

IAP2 Core Values for Public Participation

• Public participation is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.

• Public participation includes the promise that the public’s contribution will influence the decision.

• Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.

• Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.

• Public participation seeks input from participants in designing how they participate.

• Public participation provides participants with the information they need to participate in a meaningful way.

• Public participation communicates to participants how their input affected the decision.

1. Define a clear **purpose** of the engagement process for each stakeholder
   - The overall objectives of the innovation project
   - The contribution of the engagement process to the objectives

2. Define the **scope** of the stakeholder engagement process
   - Questions be influenced by stakeholder engagement
   - Identify the open questions and the non-negotiables

3. Define the **expected results** of the stakeholder engagement
   - The impact of the stakeholder engagement on the innovation project
   - The wider political impact of the stakeholder engagement
   - The desired stakeholder experiences of the the engagement
1. Practical Tools for Planning Stakeholder Engagement

Quality Stakeholder Engagement: Stakeholder Mapping

• Map stakeholders and analyse their roles, influence and interests

Which Vulnerable Groups will be affected?
What are their roles in the innovation project?
## 1. Practical Tools for Planning Stakeholder Engagement

### Quality Stakeholder Engagement: Stakeholder Mapping Template

<table>
<thead>
<tr>
<th>Who</th>
<th>Vulnerable Group/Citizens</th>
<th>Organisation representing which broad constituency?</th>
<th>Purpose of engagement</th>
<th>Influence level (information, consultation, involvement, collaboration, empowerment)</th>
<th>Barriers to engagement</th>
<th>How will they be engaged broadly?</th>
<th>Other remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inhabitants of refugee camps</td>
<td>Migrants</td>
<td>Improve access to food distribution</td>
<td>Consultation</td>
<td>Language, lack of access to digital tools</td>
<td>Interviews</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGO working with refugees</td>
<td>NGO</td>
<td>Information about food supply in camps</td>
<td>Consultation</td>
<td></td>
<td>Online consultation, workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food retailer</td>
<td>Private sector</td>
<td>Information and cooperation on food supply</td>
<td>Consultation and collaboration</td>
<td></td>
<td>Online consultation, meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ministry of Health</td>
<td>Government</td>
<td>Definition of healthy diet</td>
<td>Collaboration</td>
<td>Missing cooperation body</td>
<td>Joint task force</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

...
1. Practical Tools for Planning Stakeholder Engagement

Quality Stakeholder Engagement: Planning the Engagement Sequence

- Stakeholder engagement is an engagement process.
- It is part of the policy development process stages: planning, implementation and monitoring.
- Stakeholder engagement should cover all stages.
- But purpose of engagement and roles of stakeholders can vary.
# 1. Practical Tools for Planning Stakeholder Engagement

## Designing the Engagement Sequence

<table>
<thead>
<tr>
<th>Stage?</th>
<th>Which stakeholders will be involved at this stage?</th>
<th>Purpose of the engagement at this stage</th>
<th>Level of influence at this stage</th>
<th>Engagement methods used at this stage</th>
<th>Human or other resources needed</th>
<th>When will it occur?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>e.g. NGO x</td>
<td>Explore opportunity for partnership</td>
<td>Consultation</td>
<td>Meeting</td>
<td>room</td>
<td>Month 2</td>
</tr>
<tr>
<td></td>
<td>e.g. International Organisation X</td>
<td>Providing expertise</td>
<td>Consultation</td>
<td>Workshop</td>
<td>Room, facilitator</td>
<td>Month 1</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td>Vulnerable group refugees</td>
<td>Defining appropriate food diets</td>
<td>consultation</td>
<td>Interviews</td>
<td>Interview teams</td>
<td>Month 5</td>
</tr>
<tr>
<td></td>
<td>NGO x</td>
<td>Conducting interviews with refugees</td>
<td>Collaboration</td>
<td>Workshop for training interviewers</td>
<td>Room, trainers</td>
<td>Month 3</td>
</tr>
<tr>
<td></td>
<td>...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2. Practical Tools to Design Government Innovation for Social Inclusion
2. Practical Tools to Design Government Innovation for Social Inclusion

The Innovation Life-Cycle

Source: OECD (2016) Innovation Lifecycle Study
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – The Definition

• Design Thinking is a methodology for innovative problem solving.

• It is an approach to tackling complex problems by understanding the human needs involved, by re-framing the problem human-centric ways, inclusive co-creation of ideas and developing and testing viable solutions.

• Design Thinking comes from the business sector and is increasingly applied in government innovation.

• Open Source Guidebook supported by the DESIGN FOR EUROPE network of the European Union http://designforeurope.eu

Design Thinking can be considered a process as well as a mindset, and is widely viewed as [a holistic and creative approach] for addressing ‘wicked problems’ [where multiple spheres and fields collide] and exploring better future” (Docherty, 2017, Perspectives on Design Thinking for Social Innovation)
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking - Contributing to Innovation for Social Inclusion

- It puts people = citizens + civil servants in the **center** of the innovation process.
- It promotes designing public service innovation “**from outside in**” = from the experiences and expectations of the citizens.
- It is based not only on **quantitative** data but inspired also on **qualitative** data from citizens: consultation, interviews, workshops = **co-creation** of innovation.
- It increases not only the efficiency of public services, but enables **innovative solutions**.
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Steps

01 — Setting up for success
Laying the foundations to get your project off to the best start

02 — Getting inspired
Digging deeper into your challenge area and gathering new perspectives

03 — Developing insights & ideas
Identifying new insights and looking for new opportunities

04 — Testing ideas through prototyping
Turning your idea into something tangible you can experiment with

05 — Preparing for implementation
Getting ready to launch your idea in the real world

06 — Overcoming challenges
Some common challenges and how you might address them

Source: Designing for Public Services: A Practical Guide
https://www.nesta.org.uk/toolkit/designing-for-public-services-a-practical-guide/
### 2. Practical Tools to Design Government Innovation for Social Inclusion

**Design Thinking – Step 1: Setting up for success - 1.1 Assembling a team**

<table>
<thead>
<tr>
<th>Core Team</th>
<th>Extended Team</th>
<th>Leadership Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively involved</td>
<td>Engaged</td>
<td>Informed</td>
</tr>
<tr>
<td>Leading the project; full-time, if possible; Creative minds; Committed to innovate</td>
<td>Experts on the subject; From policy sphere or from public service delivery</td>
<td>The final decision-makers; Minister, cabinet, senior management</td>
</tr>
</tbody>
</table>
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 1: Setting up for success - 1.2 Exploring the challenge

- Step back and think about the challenge
- Think from a user perspective: step into the shoes of vulnerable groups
- Appropriate format: brainstorming workshop with extended team
2. **Practical Tools to Design Government Innovation for Social Inclusion**

Design Thinking – Step 1: Setting up for success - 1.3 Creating a Challenge Brief

Create a **Challenge Brief**

Great briefs create great outcomes!

List of questions to be considered:

- Which vulnerable group should be supported?
- What are the obstacles to fully access public services? Why are they lacking empowerment?
- The design challenge: How might we …. improve access/facilitate empowerment?
- Why is this challenge important? Do you already have stated ambitions? If so, what are they?
- What research and knowledge resources do you already have?
- What is the project plan?
- Who's involved? (Core team, extended team, leadership team, etc.)

**Agree with your core team on the challenge brief as a foundation of further work**
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 1: Setting up for success - 1.4 Plan Your Project

• Plan your project by considering
  ➢ the challenges
  ➢ outcomes
  ➢ resources
  ➢ deliverables
  ➢ teams and partners

• Paint a picture of timing, with layers of engagement and progress markers
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 2: Getting inspired - 2.1 Exploring the challenge through research

• Go beyond the symptoms – search for underlying problems, influencing factors, root-causes

• Explore the challenge from the perspective of a member of vulnerable groups

• Use quantitative data and research methods

• Combine it with qualitative research methods, as a way
  • To get the user-perspective in
  • To make the innovation project inclusive and people-centered from the start
  • To enable collaboration and co-creation
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 2: Getting inspired - 2.2 Qualitative research: Interviews

User interviews

- Conduct a 60 to 90-minute interview at people’s homes, offices, everyday contexts
- Train a team of interviewers and provide them with a guidance
- Interviewers come from the user background
- Interviews should be a dialogue, not a survey
- Questions should be open, not leading
Observation of the users’ behaviour

- Observe people when they use public service
- Note down patterns
- What does it say about the way of public service delivery and users’ behaviour
- Take guided tours through the users’ environment to learn more about the users’ needs and perspective
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 3: developing insights & ideas –
3.1 Capture the learnings from research with your team

• Good format: **workshop with the core team**
• Use workspace that allows interactive work & sharing (white-boards etc.)
• Capture results from interviews & observations
• Identify key themes & insights
• Translate insights into opportunities for innovation: by reframing the insight as ‘how might we …’ questions
• Generate ideas through open brainstorming
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 3: developing insights & ideas –
3.2 Create concepts from the ideas

• A concept elaborates the idea for an innovation into something that can be tested

• Draw a concept capture note

Source: Designing for Public Services: A Practical Guide
https://www.nesta.org.uk/toolkit/designing-for-public-services-a-practical-guide/
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 3: developing insights & ideas – 3.3 Co-creating

• Good format: **workshops with people who are using the public service**

• Other participants:
  - some of the interview partners
  - Some innovative staff members of the public service

• **Use participative workshop formats**
  - Encourage users to express experiences and proposals
  - Encourage wild ideas
  - Defer judgement
  - Use visual tools (post-its, white-boards)
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 3: developing insights & ideas – 3.3 Co-creating Case Study

- **Life Programme, Swindon, UK**
- **Goal**: stop cycle of crisis of marginalized and poor families
- **Problem**: public service agencies fragmented
- **Project lead**: social enterprise Particle
- Particle team spent 8 weeks interviewing & observing families and front-line workers of public agencies
- **Effect**: building trust between families and staff of public agencies
- **Result**: empowerment of families to define their needs and demands for the public social service

Source: Designing for Public Services: A Practical Guide
https://www.nesta.org.uk/toolkit/designing-for-public-services-a-practical-guide/
2. **Practical Tools to Design Government Innovation for Social Inclusion**

**Design Thinking – Step 4: testing innovative concepts**

- **Objective:**
  - Learning how the innovation could work in practice
  - Benefits for the user as expected? Unexpected side effects?
  - Minimizing the risk of failure

- **Create a prototype of the innovation model**

- **Useful methods for testing**
  - role play
  - simulation
  - as participants: team members, civil servants, people using the public service
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 4: testing innovative concepts

2019 Nobel Prize winners testing anti-poverty projects in the Poverty Action Lab
https://www.povertyactionlab.org/about-j-pal

• Example: A Merit-Based Girls' Scholarship Programme in Kenya

• Problem: high school drop-out rates of girls

• School fees of ca. 6 USD/family/year

• Innovation: financial merit for families of high-achieving girls

• Testing: random test with different groups of girls in 2 rural districts
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 5: preparing for implementation

• Once the innovation concept has been tested successfully, it has to be fully elaborated

• Involving political leaders for decision-making

• Communicating the innovation project
  
  ➢ the story of the innovation project: how has been created from challenge to solution
  
  ➢ find opportunities to brief political leaders to spread the message
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 5: preparing for implementation: Creating an Action Plan

Important elements of the Action Plan

- Definition of objectives
- Target group
- Concept of the innovation
- Activity Plan and roadmap with timeline
- Involvement of vulnerable group
- Involvement and partnership with other stakeholders
- Assessment of financial & technical resources
- Assessment of human resources, including skills needed
- Expected outcome
- Challenges/risks and how to tackle them
2. Practical Tools to Design Government Innovation for Social Inclusion

Design Thinking – Step 5: preparing for implementation: Creating an Action Plan

Template for an Action Plan

**Government Innovation for Social Inclusion of Vulnerable Groups**

**COUNTRY**

**TITLE OF ACTION PLAN**

1. **Subject of the Innovation Project**
   
   Please briefly describe what the innovation project is about.

2. **Target Group of Vulnerable People**
   
   Which group of vulnerable people should benefit from the innovation project?

3. **Context & Objectives**
   
   Please explain the general context for developing this Action Plan and the overall objectives set by the Action Plan.

4. **Implementing Agency**
   
   Please specify the agency(s) designated/mandated to implement the Action Plan.

5. **Problem/Situation Analysis**
   
   Please provide a summary analysis about the major policy issues to be addressed by developing and implementing the Action Plan. This may include the analysis on the underlying causes for the vulnerability of the target group and how the innovation project aims to empower the target group and increase its resilience.

6. **Specific Actions to initiate, design and manage the Innovation Project**
   
   Please specify concrete actions/activities to achieve the goals:
   
   (1)
   
   (2)
   
   (3)

7. **Duration & Time Plan**
   
   Please indicate the duration of implementing the Action Plan and an indicative time plan.

8. **Mandate**
   
   What is the political or legislative mandate in your country for the innovation project?
2. Practical Tools to Design Government Innovation for Social Inclusion

The Five-stage Design Thinking Model by Stanford D. School

Stanford d.school Design Thinking Process

- Empathize
  - Interviews
  - Shadowing
  - Seek to understand
  - Non-judgmental

- Define
  - Personas
  - Role objectives
  - Decisions
  - Challenges
  - Pain Points

- Ideate
  - Share ideas
  - All ideas worthy
  - Diverge/Converge
  - “Yes and” thinking
  - Prioritize

- Prototype
  - Mockups
  - Storyboards
  - Keep it simple
  - Fail fast
  - Iterate quickly

- Test
  - Understand impediments
  - What works?
  - Role play
  - Iterate quickly

https://dschool.stanford.edu
Group Work
**Group Work (1)
Stakeholder Mapping**

<table>
<thead>
<tr>
<th>Who?</th>
<th>Vulnerable Group/Citizens</th>
<th>Organisation representing which broad constituency?</th>
<th>Purpose of engagement</th>
<th>Influence level (information, consultation, involvement, collaboration, empowerment)</th>
<th>Barriers to engagement</th>
<th>How will they be engaged broadly?</th>
<th>Other remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Group Work (2)

### Designing the Engagement Sequence

<table>
<thead>
<tr>
<th>Stage?</th>
<th>Which stakeholders will be involved at this stage?</th>
<th>Purpose of the engagement at this stage</th>
<th>Level of influence at this stage</th>
<th>Engagement methods used at this stage</th>
<th>Human or other resources needed</th>
<th>When will it occur?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Key Readings

<table>
<thead>
<tr>
<th>Readings</th>
<th>Reference</th>
</tr>
</thead>
</table>

## Further Readings

<table>
<thead>
<tr>
<th>Readings</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministere de la Reforme de l’Administration et de la Fonction Publique,</td>
<td>Atteindre les objectifs de développement durable grace à une prestation efficace des service, à une transformation innovante et à des institutions responsables, Workshop 6.</td>
</tr>
<tr>
<td>Swaroop, Y., Developing Capacities to Promote an Enabling Ecosystem and Social Inclusion of Vulnerable Groups – the Case of India, UN Public Service Forum, Baku.</td>
<td></td>
</tr>
<tr>
<td>UNPSF, Financial Inclusion of Saemaul Geumgo, Presentation, MG Korean Federation of Community Credit Cooperatives.</td>
<td></td>
</tr>
<tr>
<td>Sovannody, P., 2019, How can public institutions strengthen their capacities to produce and analyze disaggregated and reliable data?</td>
<td><a href="http://unpog.org/file/download.asp?sn=263">http://unpog.org/file/download.asp?sn=263</a></td>
</tr>
<tr>
<td>UN Public Service Forum, 2019, Developing capacities to promote an enabling ecosystem for social inclusion for vulnerable groups, Session 5,</td>
<td><a href="http://unpog.org/page/sub3_1_view.asp?sn=323&amp;BoardID=0002">http://unpog.org/page/sub3_1_view.asp?sn=323&amp;BoardID=0002</a></td>
</tr>
</tbody>
</table>
End of Module 11.2