# Public Sector Innovation: innovate what, why, when, where, by whom and with whom

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Workshop on Fostering Innovation in the Public Sectors of Arab Countries

*organized by UN ESCWA*

*under the patronage of Her Excellency Dr. Hala Helmy El Said,*

*the Minister of Planning, Monitoring and Administrative Reform, Egypt*

Cairo, Egypt, October 2017

## innovate what: starting out with examples

innovation in public sectors

innovation in local governments

innovation in helping local communities

innovation in democratic participation and governance

innovation in specific domains

innovation for gender equality

innovation in small countries

innovation under crisis

innovation in public sector processes

# TAXISnet, an example from Greece



## Υπηρεσίες προς

### Πολίτες

- e-Παράβολο
- Φορολογία Εισόδηματος
- Ακίνητα
- Συντάξεις Δημοσίου
- Επιδόματα
- Υποβολή Πόθεν Έσχες
- e-αιτήσεις Δημ.Περιουσίας
- Μητρώο Αξιών
  Μεταβιβασεων Ακινήτων

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### Επιχειρήσεις

- Εξωδικαστικός Μηχανισμός
- Φορολογικές Υπηρεσίες
- Τελωνειακές Υπηρεσίες
- Υπηρεσίες Χημείου
- e-Α.Π.Α.Α.
- Διαδικτυακή υπηρεσία για
  στοιχεία Ν. Προσώπων
- e-ευρετήριο Αιγιαλών

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  Διαλειτουργικότητας (ΚΕΔ)
- e-Παράβολο
- Ενιαία Αρχή Πληρωμής
- Ενιαίο Σύστημα Πληρωμών
- e-Α.Π.Α.Α.
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- Διαβουλεύσεις
- Προσκλήσεις
  Ενδιαφέροντος
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## myTAXISnet

Ο λογαριασμός μου
Εγγραφή Νέου Χρήστη
Ενεργοποίηση Λογαριασμού
Εξουσιοδοτήσεις
Προσωποποιημένη Πληροφόρηση

### Κ.Ε.Φ. - Κέντρο Εξυπηρέτησης Φορολογουμένων

Τηλέφωνο: 213-1621000 (Δ.ΥΠ.ΗΛ.Υ
Α.Α.Δ.Ε.)

### Κέντρο Εξυπηρέτησης Υπόχρεων σε δήλωση πόθεν έσχες (ΚΕΥ-ΠΟΘΕΝ)

Τηλέφωνο: 210-4802100 (Γ.Γ.Π.Σ.&Δ.Υ.)
Σελίδα υποβολής ΠΟΘΕΝ ΕΣΧΕΣ

» Ενημέρωση Μισθοδοσίας του
  Δημοσίου: Αφορά
  τους εργαζομένους στο Δημόσιο,
  τα Ν.Π.Δ.Δ. και τους Ο.Τ.Α.

» Αναβάθμιση Κεντρικών
  Υπολογιστικών Υποδομών
  (TLS1.2)

» Πληρωμες από χώρες της ζώνης
  SEPA

# TAXISnet

## some points to make

- Greece has developed, over the last decades, a number of public sector innovations
- TAXISnet, now some 20 y.o., has been one of them

- pushed by the need to innovate in public revenues

- an example of a think big – start small approach

- in fact, a virtuous lateral effect of a huge back-office IS investment, which initially planned no front-office innovations

## some major steps it took

- start working on the central IS processes

- deploy a first service, for e-filing VAT forms

- make e-forms legally binding

- start interoperating with private accountants

- start interoperating with banks

- start interoperating with local tax offices

- start interoperating with the Ministry of Finance

- it was there to stay: dare to deploy a second service


- none of this was self-evident

- all of this is typical in e-gov and service innovation efforts

**some lessons to draw**

o  starting small, works

o  thinking big is needed, because it provides the direction

o  the pressure to move on was from the citizens outside, rather than from tax officers inside

o  queues in tax offices were not undesirable, for a number of reasons

o  some years now, the system has changed institutional hands, due to reforms, as is the destiny of many such systems

# in new hands ...

# Diavgeia, one more example

## The Transparency Program initiative

Beginning October 1st, 2010, all government institutions are obliged to upload their acts and decisions on the Internet with special attention to issues of national security and sensitive personal data. Each document is digitally signed and assigned a unique Internet Uploading Number (IUN) certifying that the decision has been uploaded at the "Transparency Portal". Following the latest legislative initiative (Law 4210/2013) of the Ministry of Administrative Reform and e-Governance, **administrative acts and decisions are not valid unless published online.**

The main objectives of the Program concern:

> Safeguarding transparency of government actions

> Eliminating corruption by exposing it more easily when it takes place

> Observing legality and good administration

> Reinforcing citizens' constitutional rights, such as the participation in the Information Society

> Enhancing and modernizing existing publication systems of administrative acts and decisions

> Making of all administrative acts available in formats that are easy to access, navigate and comprehend, regardless of the citizen's knowledge level of the inner processes of the administration
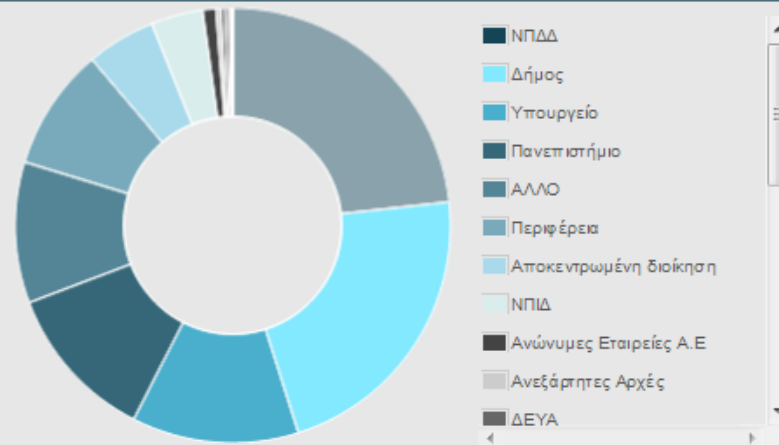
[ source: https://diavgeia.gov.gr/en ]
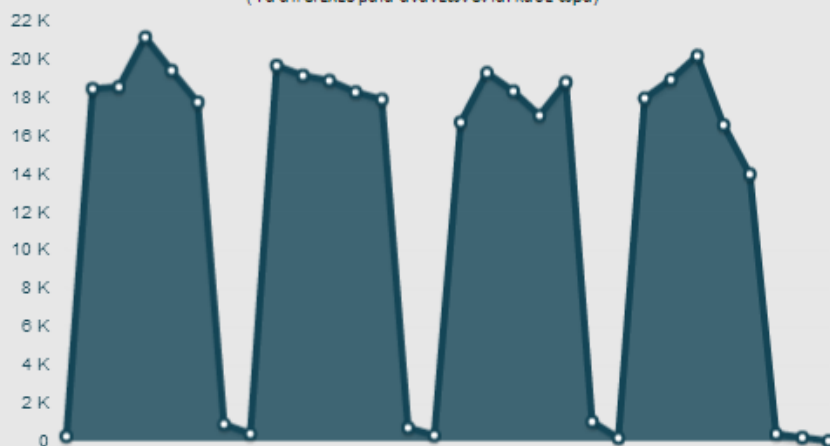
# Diavgeia

## some points to make

- Diavgeia, now some 8 y.o., has been launched amidst the economic crisis, as a sort of disruptive transparency

- Diavgeia has attracted a lot of criticism
- citizens complain that the resulting flood of information is unusable
- public servants complain that the time required to upload every single decision is prohibitive

# published API

## Transparency - Opendata API, version 0.3.1

This API grants access to all decisions and decrees issued by the Greek public authorities according to the *Transparency* law. All data is available under a Creative Commons - Attribution license.

The API uses RESTful-like calls and returns the data in XML format, according to the published XSD. The current version (0.3.1) supports the following operations:

### Taxonomies

| Function | URL | Description |
|---|---|---|
| **Decision Types** | api/types.xml | Returns the **Decision Types** supported by Transparency. Some types impose additional metadata requirements to the published decisions. |
| **Tags** | api/tags.xml | Returns the **Tags** supported by Transparency. Each decision may have several tags. |
| **Organizations** | api/organizations.xml | Returns the **Organizations** currently registered with the program. |
| **Units** | api/units.xml | Returns the **Operational Units** of all organizations currently registered with the program. It is possible to retrieve the operational units of a single Organization, by using the *org* parameter, e.g. api/units?org=ypes |
| **Signers** | api/signers.xml | Returns the **Signers** of all published decisions. If is possible to retrieve the signers of a single Organization, by using the *org* parameter, e.g. api/signers?org=ypes. Is is also possible to retrieve the signers of a single operational unit, by using the *unit* parameter, e.g. api/signers?unit=2. |

**Note:** The value of the *org* parameter is either the Unique ID of the organization (as specified by the *uid* attribute), or its latin shortcut (as specified by the *latin_name* element).

Content is returned in XML format by default. It is possible to return it in JSON, by adding the *output=json* parameter.

### Searching decisions

You may search for decisions through the URL:

> http://opendata.diavgeia.gov.gr/api/decisions?param1=value1&param2=value2...

Possible parameters include:

| Parameter | Description | Possible Values |
|---|---|---|
| ada | Returns the decision of the specified Unique Publishing Code (UPC). | The UPC of the decision. |
| org | Returns the decisions issued by the specified Organizations. | Unordered list[*] of Organizations' UIDs |

# bottom-up innovations over Diavgeia



[ source: https://www.google.com/search?q=greek+spending+visualization ]

## some lessons to draw

- leapfrogging, may work

- forced innovation efforts, so to say, have some direct results at the level of re-engineering processes
- at the same time, if at the end of the day it is felt that their rationale is just, they do not get rejected
- at the same time, if they open up public interfaces to developers, they can find allies

- Diavgeia has indeed helped promote a culture of transparency

# MySociety democracy apps

## WriteToThem

Running a campaign? Help your supporters write to their MP.

Put WriteToThem on your website.

## WriteInPublic

When conversations are held in public, everyone's accountable.

Start getting answers to your own questions with WriteInPublic.

[  source: https://www.mysociety.org/democracy/ ]

# Women Also Know Stuff

# #WOMENALSOKNOWSTUFF

So often while planning a conference, brainstorming a list of speakers, or searching for experts to cite or interview, it can be difficult to think of any political science scholars who aren't men. We've all been there… you just *know* that a woman has *got* to be studying that topic… but who?

This site is intended to provide an accessible database of political science scholars who identify as women.

This site was created and is maintained by political scientists and, as such, focuses on politics, policy, and government. (We're certain that women know stuff in other fields too, though!)

## towards a concept of innovation for the public sector

innovation, as defined

innovation as invention

innovation as change

innovation as change management

innovation as process improvement

innovation as reform

innovation as modernization

# innovation, as defined

In general, innovation is the implementation of a new way of achieving a result and/or performing work.

It can be completely new, a change in to a current system, or something that already exists elsewhere implemented for the first time.

This idea can be a product, service, policy and programme, or a process.

It can have as its focus new or adapted technologies, or technology for supporting other forms of public sector innovation.

Innovation in the public sector differs from the private sector in that the focus is not monetary gain or greater economic success for a few.

The objective of public sector innovation is to enhance the social welfare and economic growth of a country for a better sustainable future.

# innovation as invention

o innovation, like invention, has to do with finding a new way to make things better

o innovation, like invention, has to do with reading the reality in ways that others don't

o still, invention has to do with conceiving something (a product, a process) that did not exist before

o innovation, more often than not, has to do with taking things that exist and improving them, bringing them to new users, or maybe bringing them to new uses

# on what you can do with a bicycle

# on what you can do with many bicycles

# on multi-purposing



[  source: Google image search ]

# on re-purposing

# on more re-purposing

## innovation as re-purposing

o was any of these an innovation? why yes, or why not?

o can we re-purpose our public sector infrastructures to offer new services?

# innovation as change

- innovation is not possible without change

- yet, changes may be forced by constraints to do more with less, or policies to do things differently, whereas innovation is driven by improvement objectives

- innovation is trying to maximize positive change and impacts

- innovation is trying to keep unwanted side effects down to zero

- innovation is trying to minimize necessary lateral changes

# innovation as change management

o innovation is one more source of changes to manage

o when we think as change managers, we are not friendly to that

o effective change management can help an innovation take off

o poor change management may defame an innovation

# innovation as process improvement

- improving a process may mean making it more effective, more efficient
- improving a process may mean making it more documented, standardized and mature
- innovating a process may mean changing this process to meet these internal goals, or to better serve external stakeholders
- any process may lend itself to innovation
- improved and mature processes provide more safe grounds for innovation, without fear of internal process problems
- innovation implies process improvement in this sense

# innovation as reform

- reforms have to do with macro-level efforts to re-engineer systems towards new objectives
- there are reforms that target innovation, as there are others that target policy changes and budget cuts

- innovations can be made at the macro-, meso- or micro-level
- innovations, when they require legally-binding changes in rules and processes, need these changes to get revamped in reforms
- innovations that find room to happen within existing rules and processes, do not need reforms

# innovation as modernization: modern vs. old

- innovation has to do with using modern ways to improve things
- this does not mean that any modern way will improve things
- this does not mean either that any old way will not work any more

- so yes, innovation can be considered as modernization, if we are able to tell the old part that we want to keep

# innovation as modernization: modern vs. western

- modernity, post-modernity and modernization are all concepts that come from the West
- they are very important and bring along lessons to learn
- yet, modernization is one thing, and westernization is another

- diversity is very important as well, and difference is richness, not handicap

# innovation as modernization: modern vs. western

o we need to let the non-westernized part of our realities enrich our ideas

o we need to let the non-westernized part of our cultures enrich our ideas

o instead of passively adapting, we can actively enrich the interpretation of modern into our own contexts

o so yes, innovation can be considered as modernization, if we are able to define modern for ourselves

## to innovate or not to innovate, that is the question

costs and pays of innovation

costs and pays of non-innovation

wait to innovate

on important innovations

on innovations not so important

on innovations important, most of all

on ingenuity and courage ...

## costs and pays of innovation

- it is certain that innovation costs, but is also pays
- major cost factors of innovation include procurement, implementation, training as well as the management of lateral effects
- major payback factors of innovation include savings, satisfaction, compliance, productivity, and ultimately prosperity

- perhaps the single most important payback of innovation is gaining citizens on our side, and giving them hope for a better future

## costs and pays of non-innovation

- it is certain that non-innovation costs as well

- but it also pays, as well

- the costs of non-innovation are not only losing the paybacks of innovation, but also exposing our ways of doing things to entropy and obsolescence

- avoiding the costs of innovation, is a payback of non-innovation

- and there is one more payback, that of letting the time show what really needs to be done

**wait to innovate**

o  there is wisdom in waiting, but waiting needs to be exercised with wisdom

o  we need to know when, where and how to stop waiting and start innovating

**on important innovations**

o that affect the lives of many people

o that affect the lives of fragile people

o that affect the lives of underprivileged people

o and enable these people to do things that are very important to them, and were not possible before

o and help these people to do things that are very important to society, and were not possible before

o and convince these people to do things that are very important to the environment, and were not possible before

**on innovations not so important**

- o that are focused more on doing, rather than on achieving

- o that achieve very little, for very few

- o that achieve to the detriment of economy, society and nature

## on innovations most important of all

○ that, even for just one person in the world, protect the single most invaluable thing, life

○ that, even at a micro-scale, set an example for innovativeness, and convey the idea that the only thing that constrains us, at the end of the day, is our own ingenuity and courage

# talking about ingenuity …

# and talking about courage …
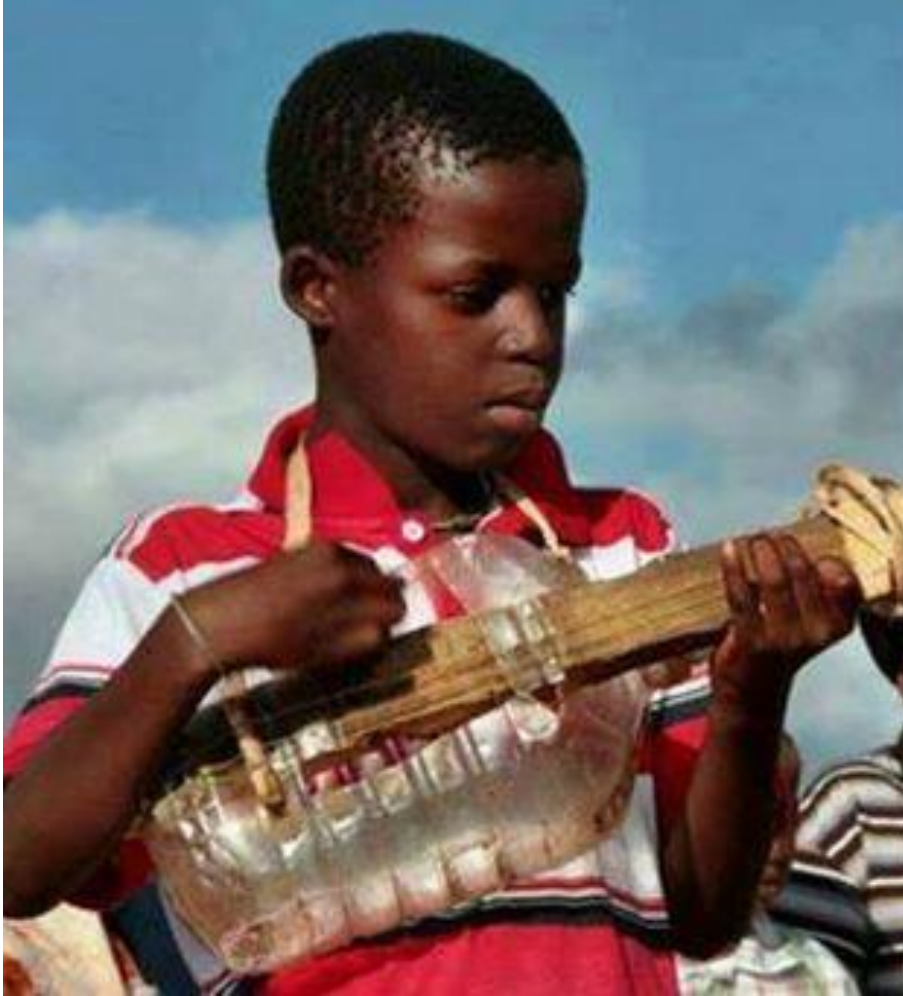
## when to innovate

needs

crises

traditional management wisdom

people as the ultimate CSF

critically many

work and play

para-procedurality, a-procedurality

**when do we want to innovate :**

**needs**

o   needs of citizens and businesses, already here and recurring

o   needs of citizens and businesses, changing, new, upcoming

o   problems with rules and procedures, more and more

    complicated

o   problems with rules and procedures, more and more slow

o   problems with rules and procedures, more and more costly

**when do we want to innovate :**

**crises**

- emergencies, that have arrived already
- emergencies, that we see coming

- humanitarian crises, that have arrived already
- humanitarian crises, that we see coming

- technical disasters, that happened or we fear may happen
- natural disasters, that happened or we fear may happen

**when do we want to innovate :**

**traditional management wisdom**
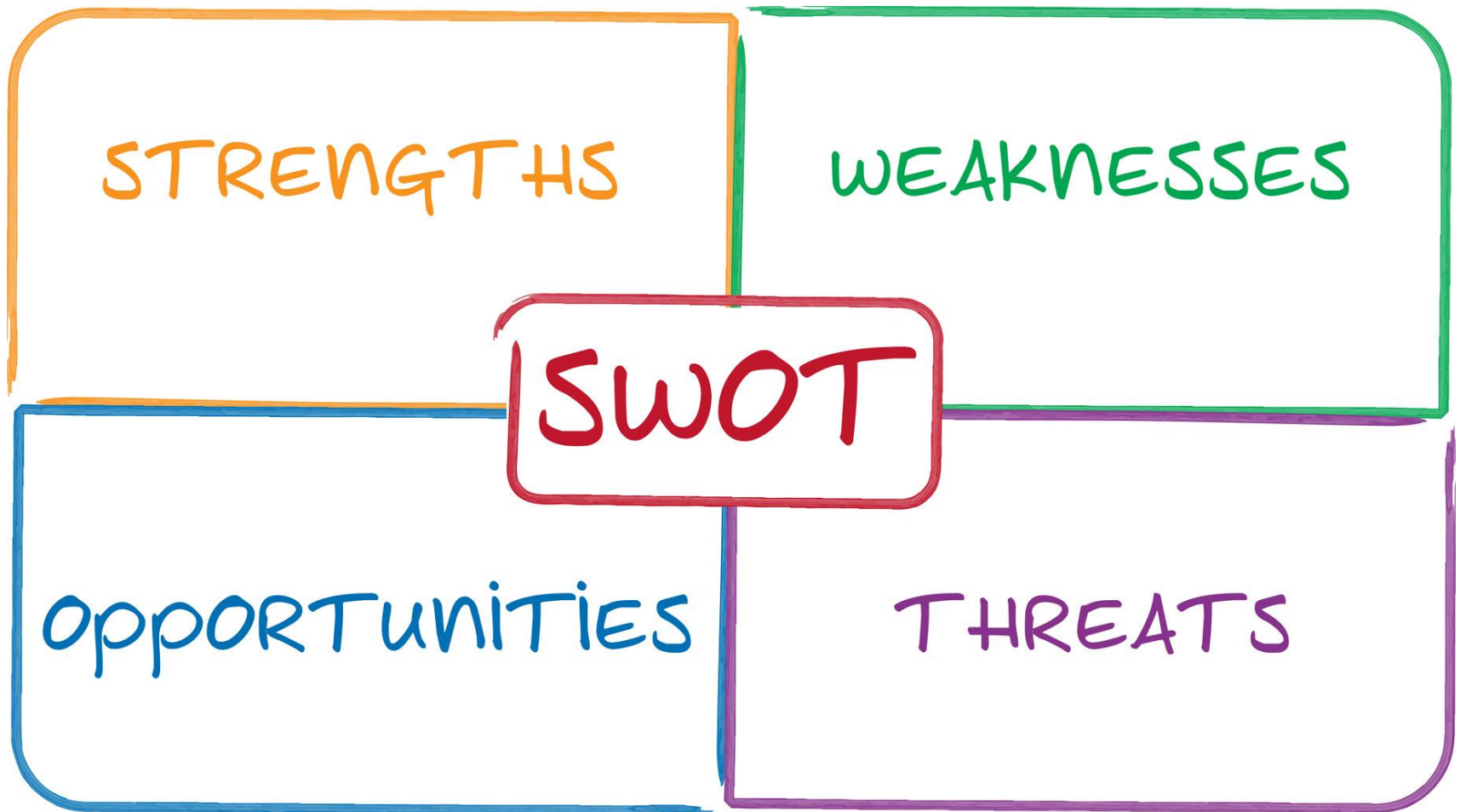
**when are we able to innovate :**

**people as the ultimate CSF**

- o in our everyday work, we manage things

- o essentially, we manage relationships, and objectives

- o objectives are communicated, negotiated and managed through relationships

- o so it all comes to relationships

# when are we able to innovate :
# there are critically many of us
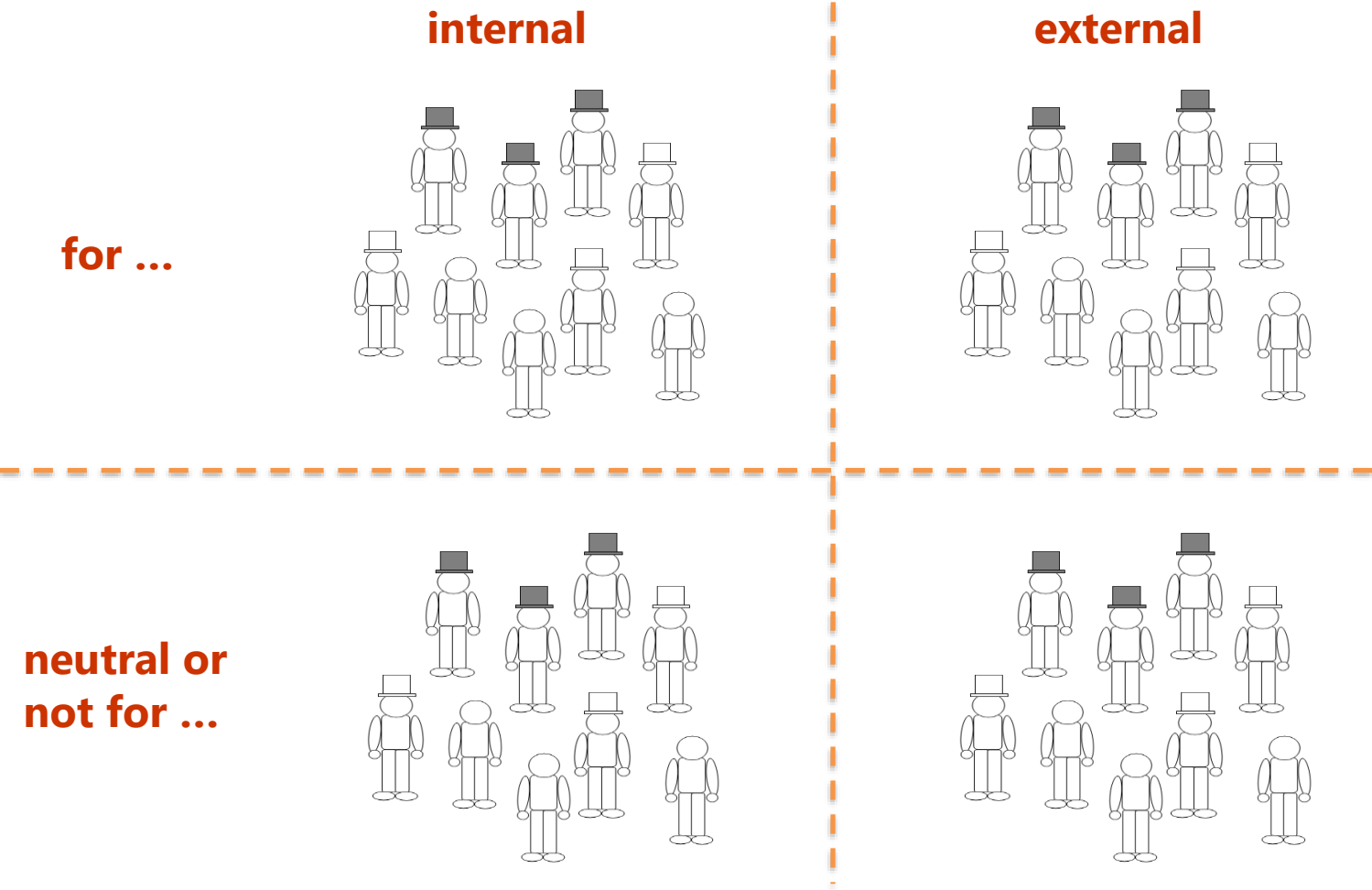
|  | **internal** | **external** |
|---|---|---|
| **for ...** | | |
| **neutral or not for ...** | | |

**when are we able to innovate :**

**work and play**

- in any setting, there are things explicitly permitted
- in any setting, there are things explicitly prohibited

- what about things not explicitly permitted?

  are they to be considered prohibited?

- what about things not explicitly prohibited?

  are they to be considered permitted?

**when are we able to innovate :**

**work and play**

o considering as prohibited what is not formally permitted, has to do with work

o considering as permitted what is not formally prohibited, has to do with play

o to innovate = to find better ways, we need both

**when are we able to innovate :**

**para-procedurality, a-procedurality**

o rules, as the formal way to do things

o procedures, as the ordinary way to do things

o rules and procedures solve problems,
   but still create others over time

o the things to do are not always ordinary,
   there are exceptions

**when are we able to innovate :**

**para-procedurality, a-procedurality**

o   how to solve problems that rules and procedures create

o   how to do non-ordinary things

o   is para-procedurality allowed, to work in semi-formal ways?

o   is a-procedurality allowed, to work in ad hoc ways?

o   they have risks, but

o   to innovate = to find better ways, we need them

## where to innovate

papers, chairs, files and signatures

weberian bureaucracy

a happy bureaucracy

# where do we want to innovate :
# papers, chairs, files and signatures

# where do we want to innovate :

# papers, chairs, files and signatures

# where do we want to innovate :

# papers, chairs, files and signatures

**where do we want to innovate :**

**papers, chairs, files and signatures**

- o   there is a lot of them

- o   they are everywhere, in Government, municipalities and public entities

**where do we want to innovate :**

**papers, chairs, files and signatures**

- o organizing them

- o handling them more efficiently

- o making them disappear from citizens

- o making them disappear at all, by simplifying things


- o are all objectives of innovation


- o humble objectives,

  that may still make a difference to be proud of

# where are we able to innovate :

# weberian bureaucracy

**where are we able to innovate :**

**is there a happy bureaucracy?**



[ source: http://www.orangescape.com/images/first.svg ]

## innovation by whom, and with whom

the Ratatouille case

anyone can cook

some self-fulfilling prophecies

a virtuous circle

learning curves

Pareto effects

attention windows

# innovation by whom :

# the Ratatouille case

**innovation by whom :**

**anyone can cook**
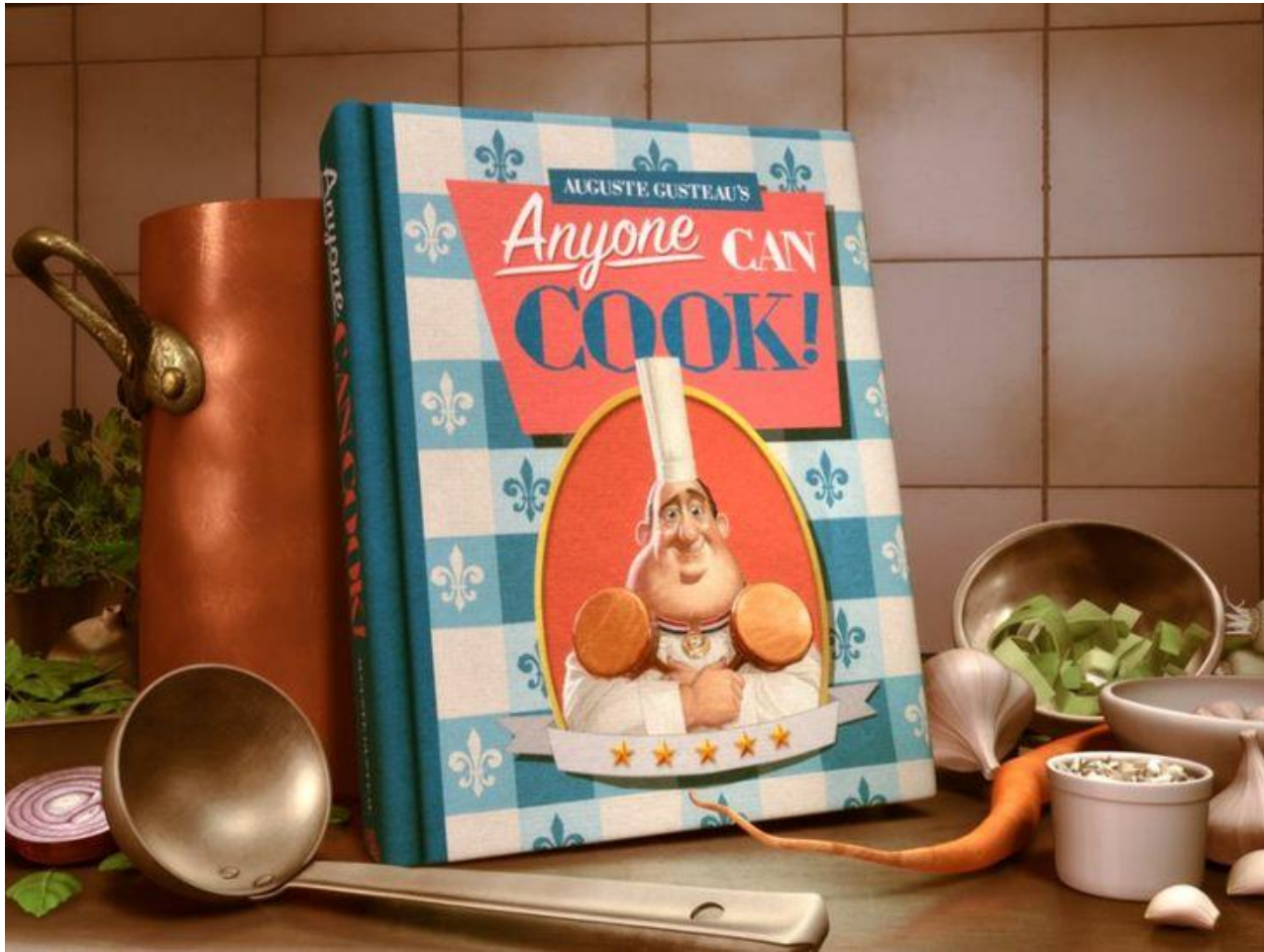
**innovation by whom :**

**everyone, or anyone, may be an innovator?**

o   it may be unrealistic to expect everyone to be a real innovator

o   it may be unjustified to pre-conceive someone

as unable to become a real innovator

o   real innovators may come from different backgrounds and walks

of life, and who can be a real innovator is hard to tell in advance

o   she or he who will really innovate can be anyone,

so everyone needs to be given the chance to innovate

**innovation with whom :**

**some self-fulfilling prophecies**

- if we don't build, they won't come

- if we mistrust, we end up with reasons for mistrusting

- if we let down, we end up with nothing to take up

**innovation with whom :**

**a virtuous circle**

- o   let us build, and they will come

- o   let us trust, and we will get trusted

- o   let us take up, and there will be more to take up

**innovation with whom :**

**learning curves**

- we and all our fellow innovators, need to learn

- this, has a different pace for everyone

- and takes time overall

# innovation with whom :

# learning curves

## Learning curve

*For other uses, see Learning curve (disambiguation).*

A **learning curve** is a graphical representation of the increase of learning (vertical axis) with experience (horizontal axis).

The term *learning curve* is used in two main ways: where the same task is repeated in a series of trials, or where a body of knowledge is learned over time. The first person to describe the learning curve was Hermann Ebbinghaus in 1885, in the field of the psychology of learning, although the name wasn't used until 1909.[1][2] In 1936, Theodore Paul Wright described the effect of learning on production costs in the aircraft industry.[3] This form, in which *unit cost* is plotted against *total production*, is sometimes called an experience curve.

The familiar expression "*a steep learning curve*" is intended to mean that the activity is difficult to learn, although a learning curve with a steep start actually represents rapid progress.[4][5]
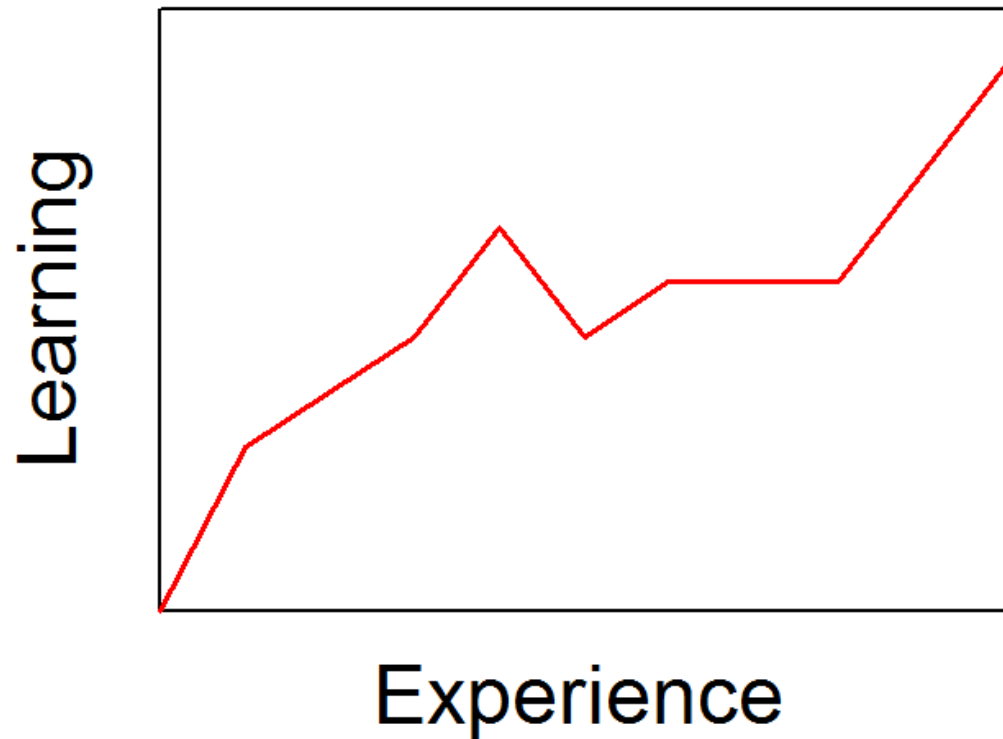
Single subject

Learning

Experience

Drawn with 'R' using R-studio
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Fig 1: Learning curve for a single subject, showing how learning improves with experience
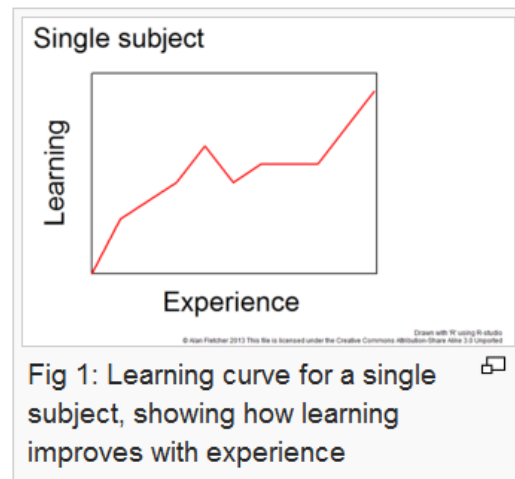
[ source: https://en.wikipedia.org/wiki/Learning_curve ]

**innovation with whom :**

**learning curves**



Single subject

Learning

Experience

Drawn with 'R' using R-studio
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**innovation with whom :**

**learning curves**



Average is smooth

Learning / Experience

[ source:
https://upload.wikimedia.org/wikipedia/commons/c/c3/Alanf777_Lcd_fig02.png ]

**innovation with whom :**

**Pareto effects**

- all of us will contribute
- not all of us will contribute equally

- we do not know in advance who will contribute more

- we need to stay together
- we need to feel well together

# innovation with whom :

## Pareto effects

# Pareto principle

From Wikipedia, the free encyclopedia

*For the optimal allocation of resources, see Pareto efficiency.*

The **Pareto principle** (also known as the **80/20 rule**, the **law of the vital few,** or the **principle of factor sparsity**)[1] states that, for many events, roughly 80% of the effects come from 20% of the causes.[2] Management consultant Joseph M. Juran suggested the principle and named it after Italian economist Vilfredo Pareto, who noted the 80/20 connection while at the University of Lausanne in 1896, as published in his first paper, "*Cours d'économie politique*". Essentially, Pareto showed that approximately 80% of the land in Italy was owned by 20% of the population; Pareto developed the principle by observing that about 20% of the peapods in his garden contained 80% of the peas.[3]

It is a common rule of thumb in business; e.g., "80% of your sales come from 20% of your clients." Mathematically, the 80–20 rule is roughly followed by a power law distribution (also known as a Pareto distribution) for a particular set of parameters, and many natural phenomena have been shown empirically to exhibit such a distribution.[4]

[  source: https://en.wikipedia.org/wiki/Pareto_principle ]

# innovation with whom :

## Pareto effects
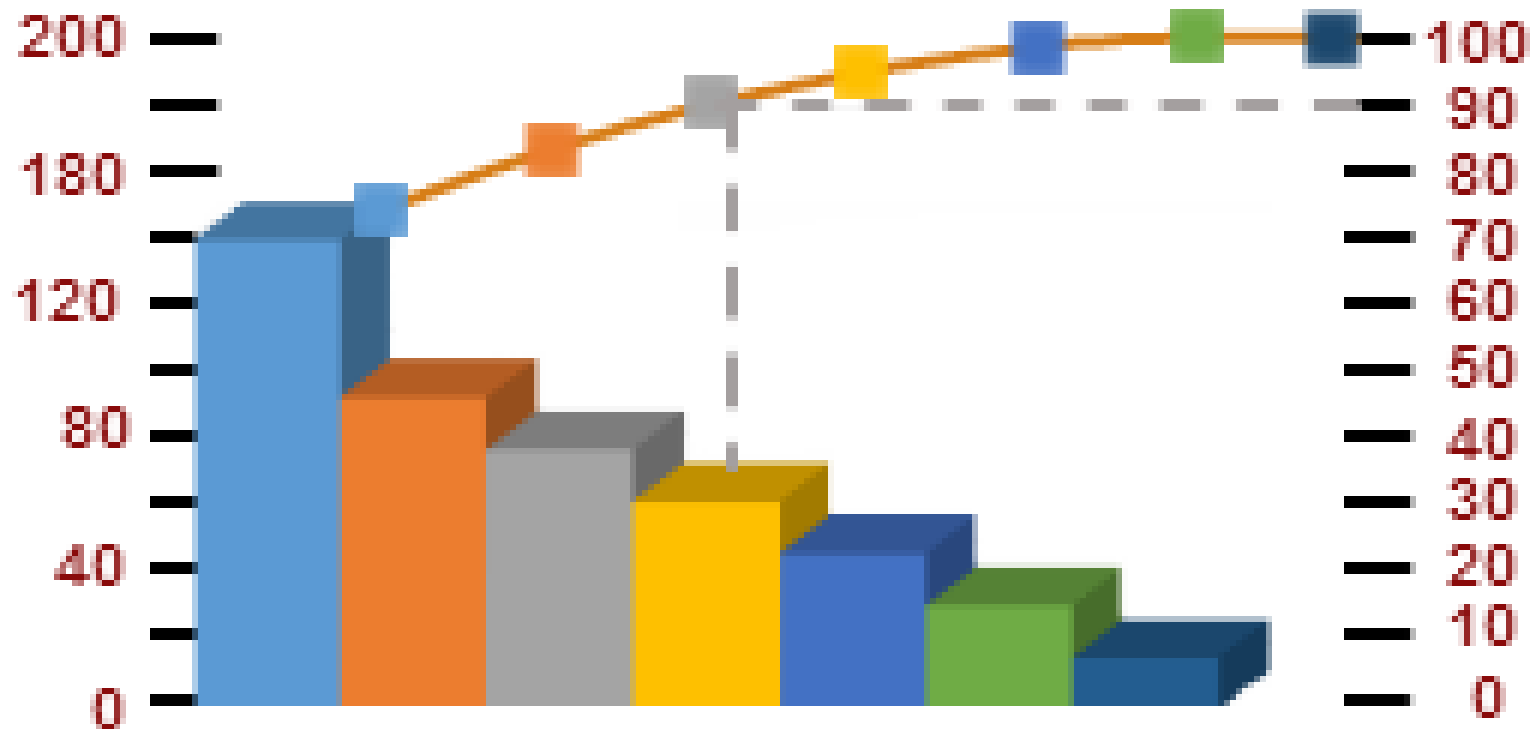
**innovation with whom :**
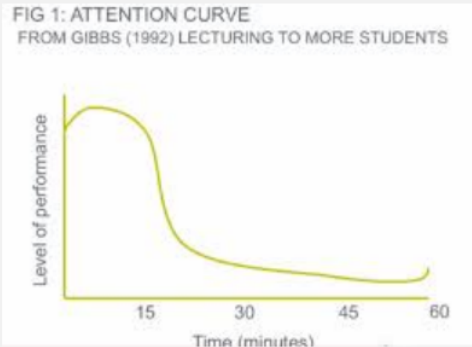
**attention windows**

- all of us are dedicated and attentive to a new innovation effort, in the beginning
- but, we have other concerns as well, and these come up over time
- attention is a scarce resource, continuous attention is even more scarce

- retainment of attention is difficult over time
- retainment of attention needs to be planned
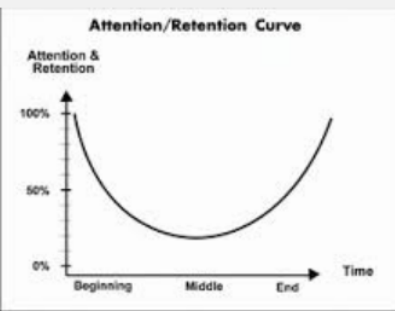
# innovation with whom :
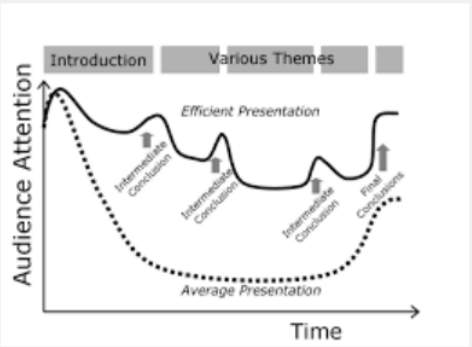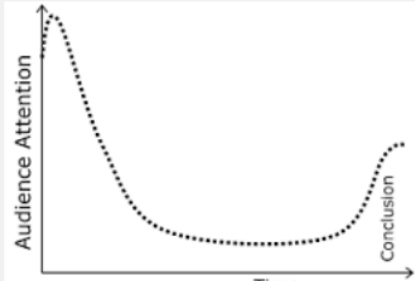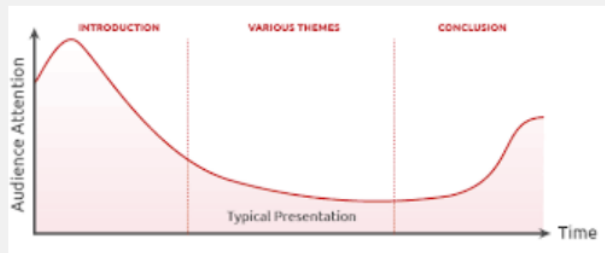
# attention windows



[ source: https://www.google.com/search?q=attention+curve ]

# innovation with whom :

# attention windows

# Public Sector Innovation: innovate what, why, when, where, by whom and with whom

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Workshop on Fostering Innovation in the Public Sectors of Arab Countries

*organized by UN ESCWA*

*under the patronage of Her Excellency Dr. Hala Helmy El Said,*

*the Minister of Planning, Monitoring and Administrative Reform, Egypt*

Cairo, Egypt, October 2017

**thank you very much**

شكرا جزيلا

*shukraan jazilaan*

*please excuse my pronunciation … ☺*