Systemic and Design Thinking for Promoting Social Innovation

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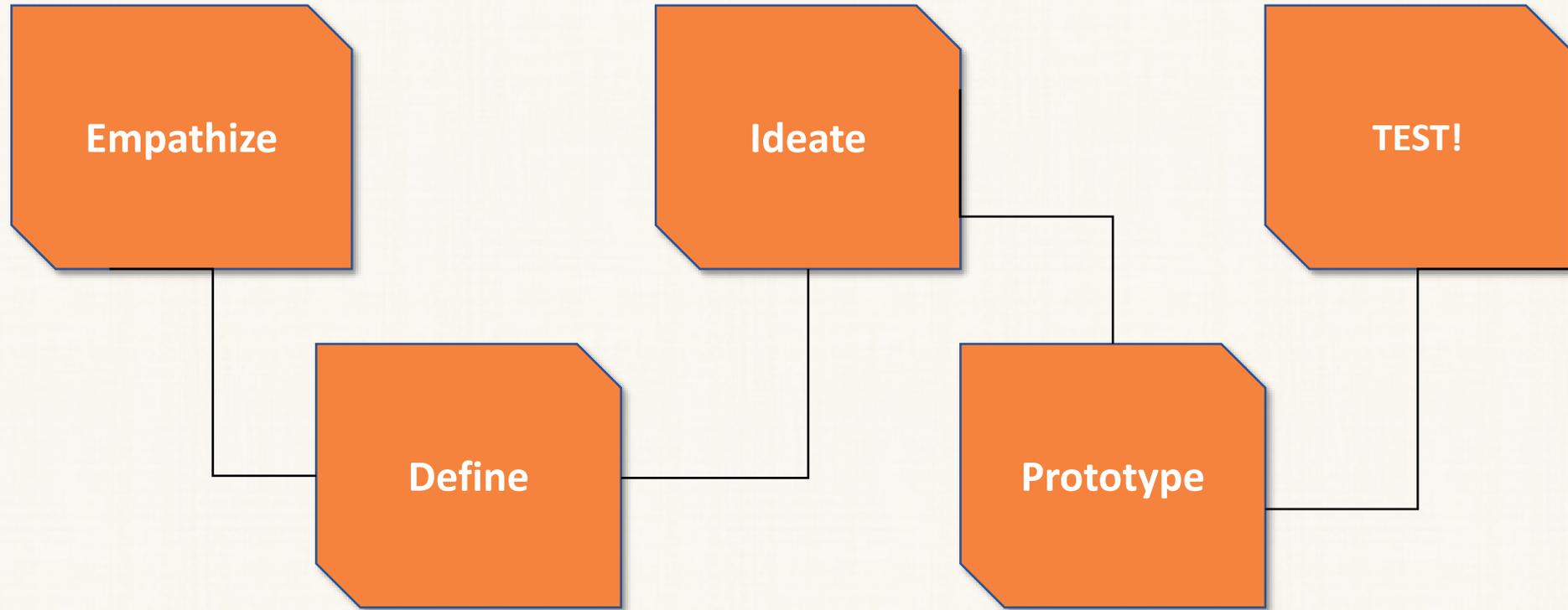
DESIGN THINKING

SYSTEMS THINKING
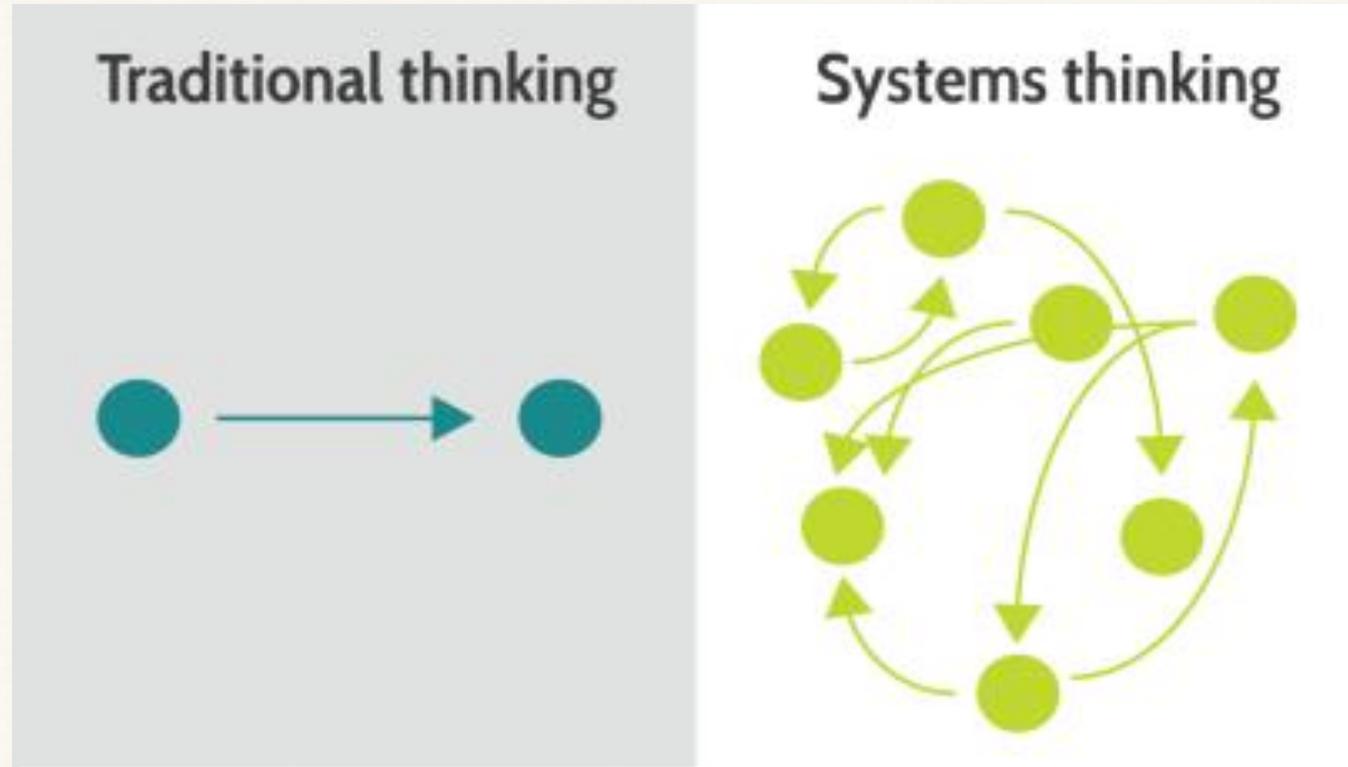
David M. Allen, 2018

SYSTEMIC DESIGN

PROBLEMS
Identifying and
framing an issue

SYSTEMS
Taking a holistic
view, identifying
intervention points

FACTS
Using evidence
and data

FUTURES
Exploring multiple
possible futures

PEOPLE
Understanding
people's experiences,
building empathy

SOLUTIONS
Developing and testing
solutions, mapping existing
solutions

States of Change
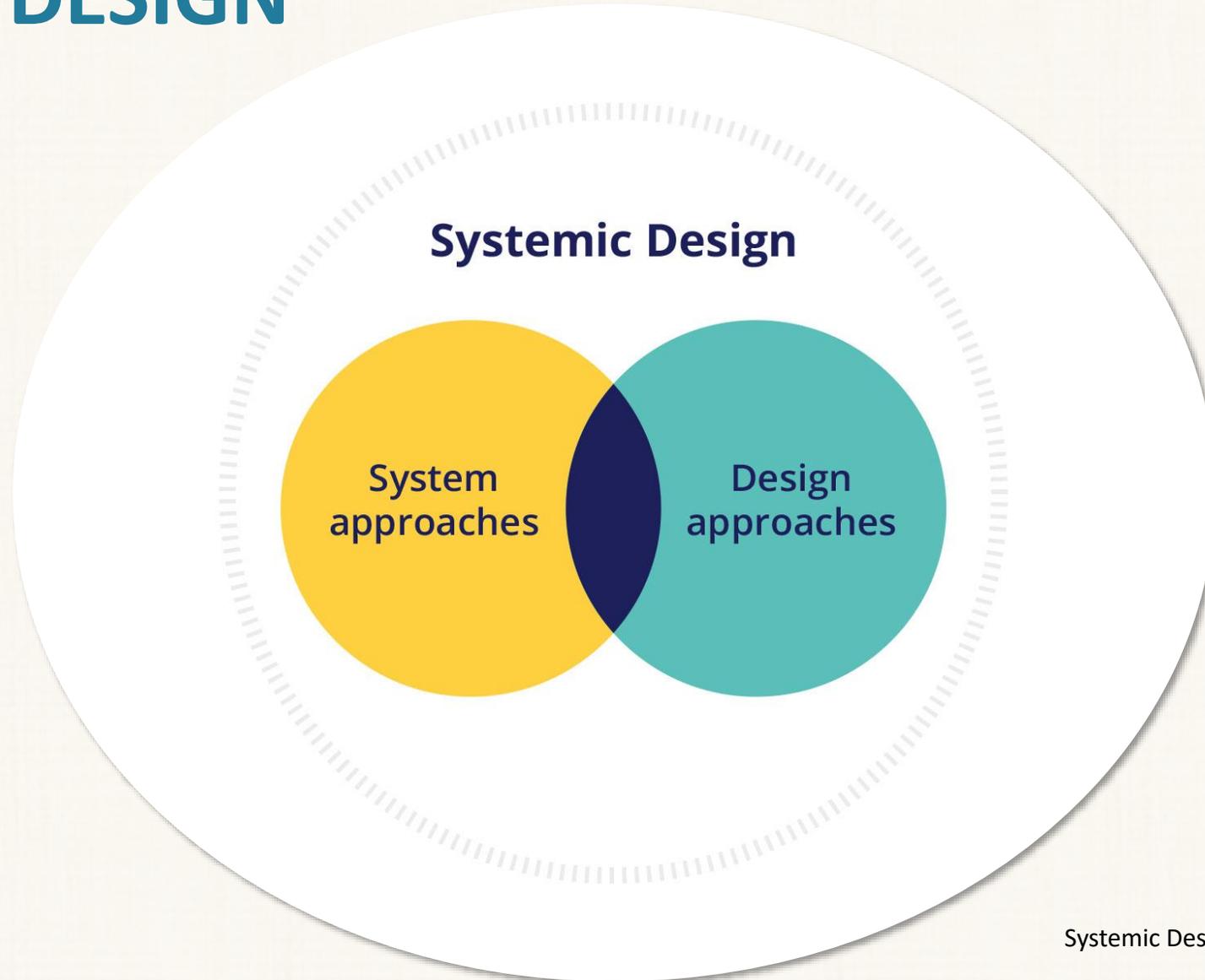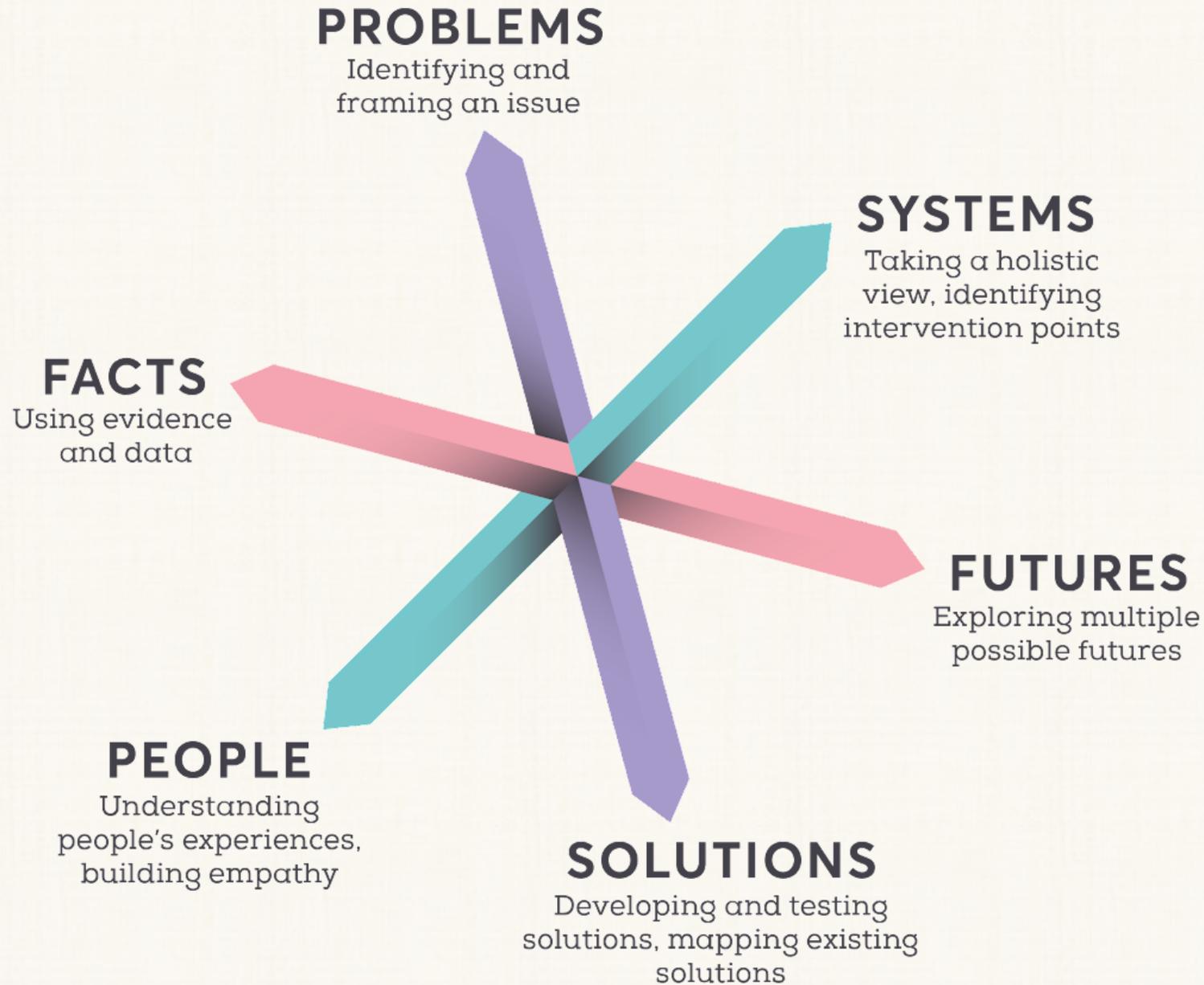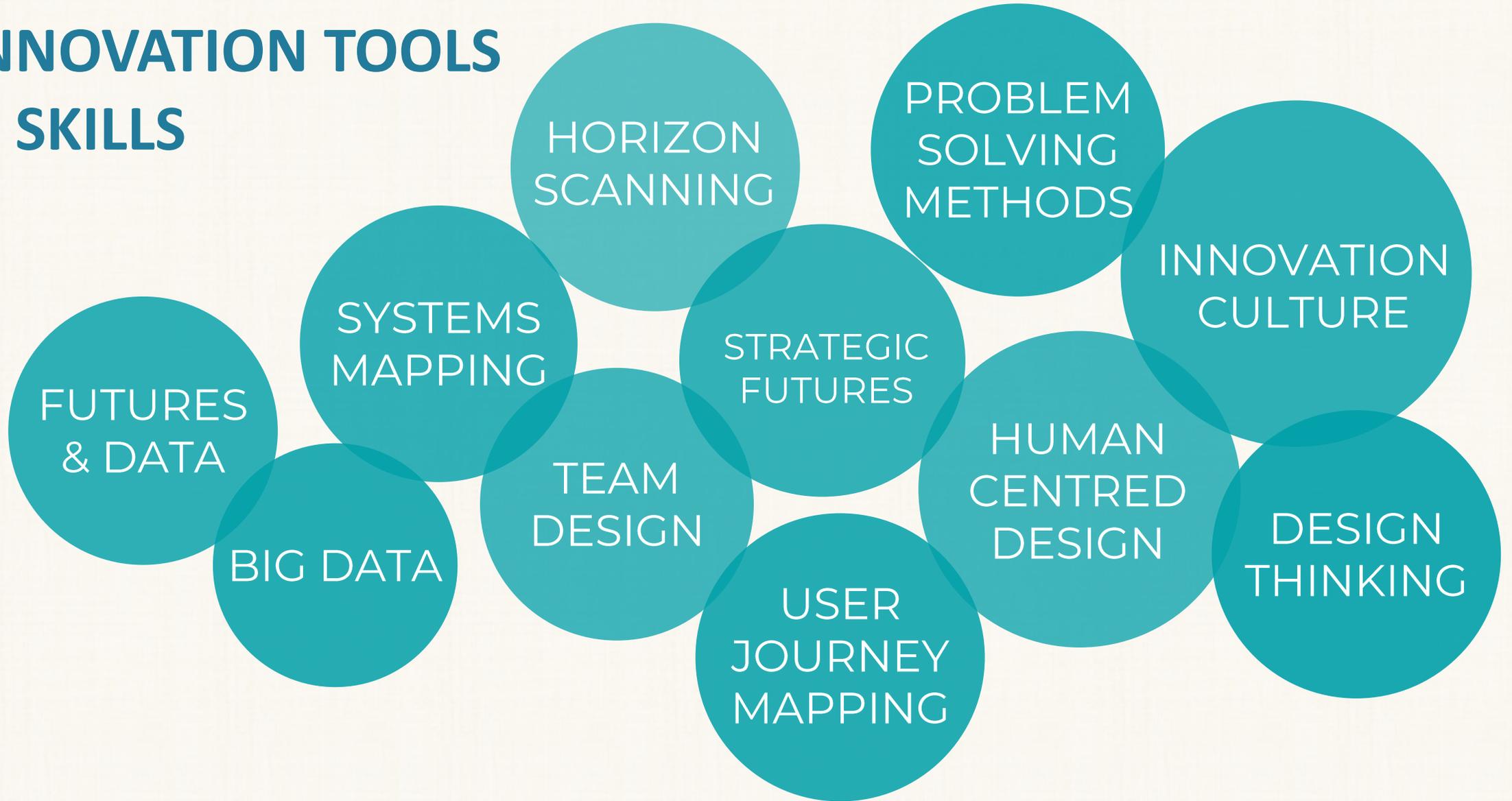
IMPORTANCE OF SYSTEMIC DESIGN

- By prioritising **empathy**, placing **citizens** at the **heart of the process** and the **solution**

- Ensuring that solutions are **holistic**, and **do not lead** to **unanticipated repercussions or siloed impacts**

- Allows us to remain cognizant of **evolving contexts, trends, needs and behaviours** to design solutions that are not stagnant, but **flexible, effective and sustainable**

ROLE OF SYSTEMIC DESIGN WITHIN PUBLIC SECTOR

- Nurtures **creativity** and **agility** required to conceptualize & design solutions

- Ability to view an issues **in its entirety** and therefore, design a solution that is **holistic and comprehensive** – not addressing only one pain point, but more so **treating the problem as a whole**

- Strengthen existing officials who are working to create change within the system → **transformation system from within**

- Create a **citizen-centric** and **digitally-equipped** public sector

CAPACITATING CITIZEN-CENTRIC PUBLIC SERVICE DELIVERY

- **Experiential learning programme** aimed at equipping the public sector to be **more agile, innovative and citizen-centric**

- Aims to build a **network of innovation champions** who will contribute to **a systemic change from within the sector** to push it to become more forward-thinking

- Focuses on imparting technical skills on **systemic design, HCD, foresighting practices, innovation tools, and prototyping techniques**

FELLOWSHIP IN ACTION

SELECTION PROCESS

Rigorous selection process including:

Successfully completing an interview
&
sharing a feasible project proposal to be implemented during the 3 months after the learning session

EXPERIENTIAL LEARNING

30 officials from the 6 All Island Services

Developed & facilitated by Citra Lab, with technical expertise from world renowned public sector capacity enhancement focused organizations

Open only to officers with 10 - 15 years of experience

TRIAL & ERROR

Participants to implement a project using tools & skills gained

Mentoring support provided by Citra & relevant senior govt. officials & industry leaders

Opportunity for continuous engagement with Citra & its work

RECAP SESSION

Share experiences of implementing project during mentorship period

Award ceremony showcasing the 30 Fellows in the public sector

Attendance of high level government officials at a media studded event

RESULTS ACHIEVED SO FAR

- Has built an alumni network of **650+ Sri Lankan officials**, including **90 NextGenGov Fellows**

- Successfully facilitated **03 Fellowship programmes** and over **25 at request workshops and design thinking sessions** for government partners, including the **Presidential Secretariat and PMO**

- Collaborated with SLIDA to **institutionalize innovation capacity building trainings** for Inductees and Class II officers as part of mandatory trainings

Divisional Secretariat - Kahatagasdigiliya

Training conducted for Ministry of Skills Development & Vocational Training staff

Divisional Secretariat - Matara

Royal Botanical Gardens, Peradeniya
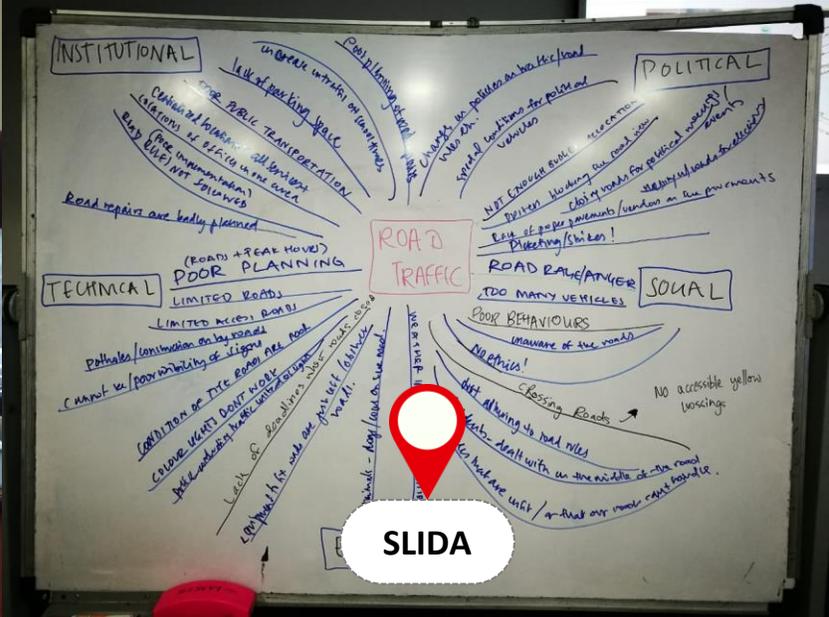
SLIDA

NETWORK OF INNOVATION CHAMPIONS & FELLOWS

Jaffna

Kilinochchi

Mannar

Kahatagasdigiliya

Anuradhapura

Nachchaduwa

Trincomalee

Galagedara

Doluwa

Ampara

Colombo

Ratnapura

Matara
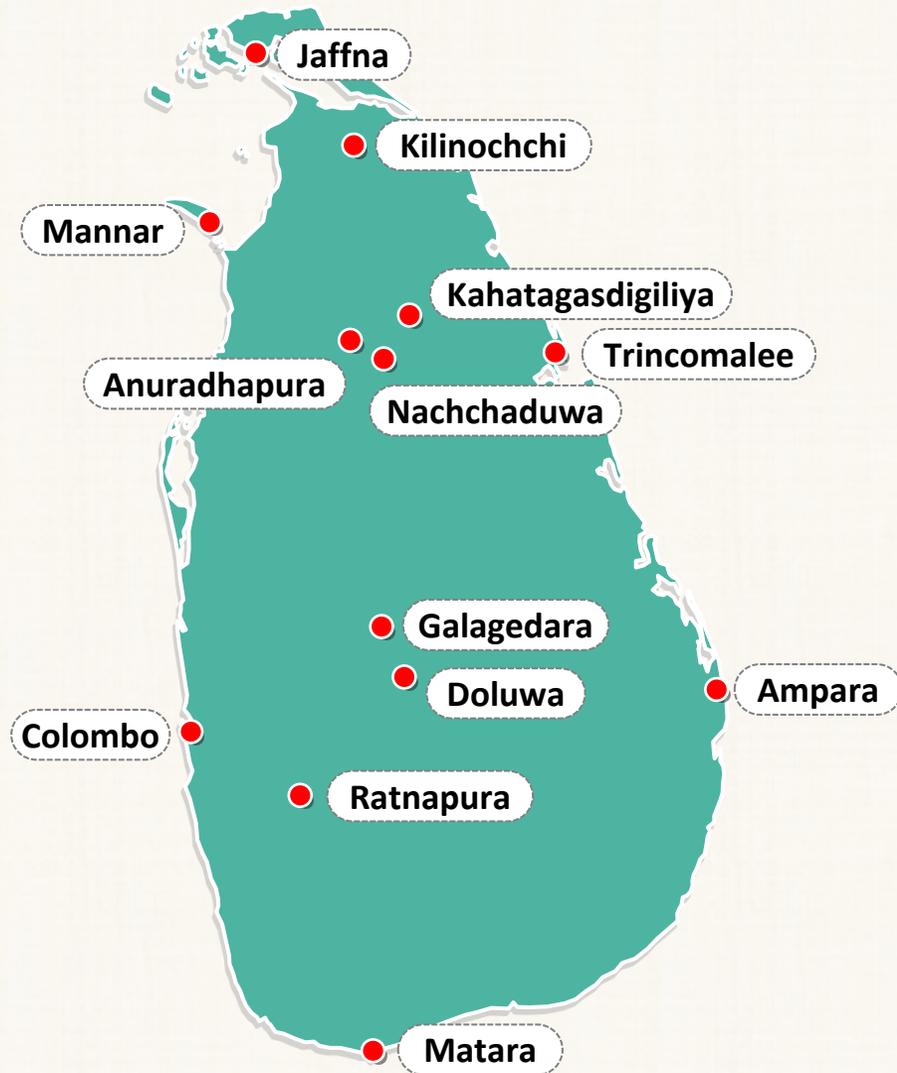
Central Bank | COSTI | Department of Animal Production & Health
Department of Buildings | **Department of Census and Statistics**
Department of Coast Conservation & Coastal Resource Management
Department of Development Finance | Department of Irrigation
Department of Local Government - Eastern Province, Northern Province
Department of Management Audit | **Department of National Budget**
District Secretariat - Colombo | Divisional Secretariat - Ampara, Doluwa,
Galagedara, Kahatagasdigiliya, Kilinochchi, Mannar, Matara, Nachchaduwa
Employee Trust Fund Board | **External Resources Department**
Inland Revenue Department | ITI | **Ministry of Defence**
Ministry of Development Strategies and International Trade
Ministry of Education | **Ministry of Finance** | **Ministry of Foreign Affairs**
Ministry of Health | Ministry of Irrigation & Water Resources
Ministry of Public Administration | **Ministry of Science, Technology & Research**
Ministry of Skills Development & Vocational Training
Ministry of Sustainable Development & Wildlife
Ministry of Telecommunication & Digital Infrastructure
Municipal Council - Colombo, Ratnapura | **National Budget Department**
National Child Protection Authority | National Procurement Commission
National Productivity Secretariat | **North Central Provincial Council**
Office of the Cabinet of Ministers | **Parliament of Sri Lanka**
Presidential Secretariat | Provincial Irrigation Department
Securities and Exchange Commission | **SLIDA** | **Sri Lanka Customs**
Sustainable Development Council | **Treasury** | University Grants Commission
University of Ruhuna

CONNECTING WITH GLOBAL KNOWLEDGE
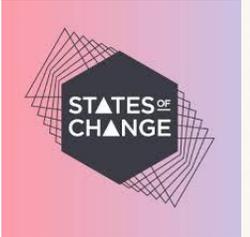
PUBLIC SECTOR MODERNIZATION IN SRI LANKA

- A common **misconception** is that public sector modernisation involves **introducing new technology** to the system

- However, **simply introducing technology does not work**

- UNDP facilitated a **Colombo Development Dialogue** on **Public Sector Modernization**

Few key insights included:

- If we want to modernise the Public Sector, we **need a holistic approach**

- Thus, a **systemic approach is required**

- Any reforms, through either technology or innovation, may **not necessarily be embraced enthusiastically** by the public sector

- The way to address reluctance is to **present the initiatives in a more evidence-based format**, so that outcomes **can be quantified** in some way

- Sri Lanka's public sector faces both **systems-based bottlenecks** due to technical issues and **performer-based bottlenecks** due to the **limited capabilities** of the workforce

A CENTRE OF EXCELLENCE

- Transforming the Sri Lanka Institute of Development Administration (SLIDA) into a **future-fit and innovative Centre of Excellence** in public sector capacity building

- **Demand-driven training curriculum reform required:**
    - **Flexible** to evolve with the **latest skills and knowledge**
    - **Blended learning and teaching** techniques
    - New courses on **cutting-edge technology**
    - **Increased focus** on innovation tools and approaches
    - **Practical elements incorporated** into courses

- **Expanding resource personnel** – private sector, academia, international expertise

- Creating **conducive spaces for learning**, **innovation** and **experimentation**

WE SPEND A LOT OF TIME THINKING ABOUT **DESIGNING** THE BRIDGE, BUT **NOT ENOUGH TIME** THINKING ABOUT THE **PEOPLE** WHO ARE CROSSING IT.