



2016 COE-PSP INNOVATION LABORATORY ACCOMPLISHMENT REPORT

I. Project Information

Project Title	:	Public Sector Productivity Innovation Laboratory
Project Start	:	June 1, 2016
Project End	:	December 30, 2016

II. Project Team

Component Manager	:	Racquel M. Barbecho
Team Members	:	Rochelle E. Gayagay Marianne Zara
Supervising Fellow	:	Evangeline M. Macariola
Consultants/Resource Persons	:	Rolando O. Lazo Robin Mann

III. Project Details

Project Description

The Development Academy of the Philippines (DAP) has long been serving the public sector as change catalyst, capacity builder and partnership builder. Over the years, the DAP has capacitated government officials, conducted strategic research, produced innovative solutions, and developed efficient management systems for the public sector. Thus, the Philippines, with the DAP as the focal point, has been designated as the Center of Excellence (COE) on Public Sector Productivity (PSP) by the Asian Productivity Organization. The COE designation is recognition of the high level of competency as well as the track record of exemplary performance that the DAP has shown in promoting public sector productivity. One of the objectives of the COE on PSP is for the Philippines to serve as the hub of a "web collaborators" on innovation and productivity in the public sector, where an innovation laboratory would be one of its four pillars.

Today, the public sector faces increasing sophistication of public demand and other new challenges. Addressing these issues potentially requires new ideas. Changing citizen expectations, policy challenges, global trends, fiscal pressures and technological changes are just some of the issues that drive the government sector to extract and apply innovative ideas to its existing systems. In many cases, various conventional approaches have been applied to resolve prevalent issues with little success, thus new ideas are needed to resolve them.

In the United States, Europe, Australia, and in Asia, government innovation laboratories are institutions that have been regularly tapped to foster public sector innovation. In the United Kingdom, Nesta, an innovation charity, is on a mission to help people and organizations bring great ideas to life. It is dedicated to supporting ideas that can help improve lives, with activities ranging from early-stage investment to in-depth research and practical programmes. Boston, New Orleans and other states in the US have effectively engaged their citizens in formulating and developing solutions for government challenges. In Korea, the Seoul Innovation Bureau was created to engage citizens and non-profit organizations in discovering new ideas. In Chile, the Laboratorio de Gobierno, consisting of a multidisciplinary team, was mandated to develop, facilitate and promote innovation processes focused on users within institutions of the Chilean state.

Thus, the DAP partnered with the Department of Foreign Affairs and the Local Government of Quezon City for the establishment of the PSP Innovation Laboratory through a Memorandum of Understanding. The innovation laboratory model is proven to be effective among the various structural models of innovation offices. Innovation laboratories are charged with developing new



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technologies, products, solutions, or programs, sometimes in partnership with other groups. They adopt experimental methods to tackle social, political and organizational issues, among others.

Project Objective

The PSP Innovation Laboratory aims to put forward and implement innovative projects for the public sector that will generally contribute to:

1. Enhance citizens satisfaction,
2. Improve government efficiency, and
3. Build an innovation culture in the public sector.

Focus Area

Transformational Innovation towards performance excellence

Project Type

Advisory and Consultancy

Project Beneficiary

Public Sector and Local Government Units

IV. Project Accomplishments

Key Activities Implemented

The Development Academy of the Philippines (DAP) – Productivity and Development Center has developed the concept of Public Sector Productivity (PSP) Innovation Laboratory for the government and pilot tested its implementation in two (2) demonstration projects.

The Co-Creation Innovation Process is adopted to ensure that the innovations identified are co-created with key stakeholders to ensure relevance and value. Four phases of innovation include identifying opportunities and challenges, generating ideas and creating solution, implementing and evaluating the solution and growing and scaling up.

Major Outputs

Major outputs of the PSP Innovation Laboratory are the following:

1. Innovation Laboratory Design (January – June 2016)

The DAP Project Team conducted research, literature review and consultation with experts to come up with the design for the Innovation Laboratory for the Philippine government. Largely, experiences of the United Kingdom, Australia, United States, South Korea, Indonesia and Chile were reviewed and their concepts and ideas combined to produce the Co-Creation Innovation Process. The Co-Creation Innovation Process is composed of four (4) phases, namely: Identifying Opportunities and Challenges, Idea Generation and Solution Creation, Implementation, and Evaluation and Scaling Up. Tools and techniques for each phases were also identified primarily adopting most of the tools of the Human-Centered Design of the IDEO.org.



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2. Demonstration Projects (July – December 2016)

To initially implement the design of the Innovation Laboratory, the Project Team focused on Agency Innovation, i.e. creating innovation teams within an agency and assisting them in generating innovative ideas that can help enhance citizen satisfaction, improve operational efficiency and promote culture of innovation within the agency. Two (2) agencies were selected, namely the Department of Foreign Affairs (DFA) and Local Government of Quezon City (LGQC), mainly because improving their services and operations will greatly benefit the public.

The innovation teams had cross-functional membership and was limited to 10 to 15 members. From September to November 2016, series of capability-building activities, such as training, workshops and technical guidance, was provided to the innovation teams to equip them with the necessary knowledge and skills in applying the tools and techniques of the Co-Creation Innovation Process.

- a. The **DFA Innovation Team**, named DFA 2.0, focused on improving the delivery of passport services to enhance customer satisfaction and public trust. The team had utilized an innovative way of gathering client feedback, that is through the popularly used online tools – Facebook and Twitter. A unit within the DFA was tasked to closely monitor the feedback, immediately address major concerns, and properly analyze the results to come up with innovative solutions. The project resulted to faster response to client inquiries and issues, more effective collection of client feedback, and developed process and system improvement plans. The use of value proposition canvas also resulted to clear linkage of the pains of the clients on passport services to the identified improvement projects, and management became open to radical improvements. The DFA 2.0, through the innovative way of identifying and analyzing client issues, developed a project on Single Window Passport Application and Renewal. In the long run, this project will reduce the number of steps in passport processing, improve client feedback, increase the number of clients handled, improve turnaround time, and reduce the no show rate on the appointment system.
- b. The **LGQC Innovation Team**, named InnLab QC Team, focused on improving the human resource development (HRD) programs to build a capable and responsive workforce for better public service. The team essentially used an innovative way of identifying solutions to HRD issues by involving their clients – the public. The InnLab QC Team listened to the needs of their external clients and converted these to HRD improvement projects. They have learned the priority issues of their external clients and used these as basis for the identification of HRD programs. It was also imperative for the innovation team to listen to the feedback of the internal clients – the employees. Online survey was developed and used effectively that resulted to 98% turnout. This innovation led them to come up with a client-centered HRD program. The InnLab QC Team also came up with the idea to develop an Employee Development Portal, which in the long run, will ensure transparency of the HRD; improved identification, implementation and evaluation of training programs; and, better knowledge management within the organization.

3. Project Catalogue (November – December 2016)

To continuously promote the PSP Innovation Laboratory, a project catalogue was developed and published. It generally documents the journey of the two (2) demonstration projects and highlights the project results. This catalogue will be used to scale up the implementation of the PSP Innovation Laboratory in the public sector.



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Project Impact

1. Demonstration project in DFA resulted to:
 - a. Faster response to client inquiries and issues brought about by client feedback monitoring through Facebook and Twitter;
 - b. More effective management of client feedback;
 - c. Development of process and system improvement plans based on client feedback;
 - d. Clear linkage of the pains of the clients on passport services to the identified improvement projects with the use of value proposition canvas;
 - e. Better appreciation of the innovation team on the need for innovations in the public service; and,
 - f. Openness of the management to radical improvement.
2. Demonstration project in LGQC resulted to:
 - a. Enhanced awareness on client-focus for better delivery of service
 - b. Improved management of HRD program
 - c. Better appreciation of the innovation team on the need for innovations in the public service

Lessons Learned

1. Better planning and early implementation of GAA funded project will prevent the possible failure of achieving targets at the end of the year.
2. Conceptualizing a new productivity improvement program needs a great amount of research and consultation with field experts.
3. Involving an agency through a Memorandum of Understanding will be more effective if there is clear evidence of commitment of the management. Otherwise, the project may not be successfully implemented.
4. Exposure of the project team on the application of the innovation process through literature review, and attendance to training and seminars will significantly help in the effective design and development of the new program and in the effective project implementation.

V. Attachment

- Summary of Evaluation for Course and Resource Person
- Photo Documentation

Prepared by:


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Noted / Approved by:


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