INNOVATION, A PUBLIC SERVICE IMPERATIVE

Creating a culture of Innovation

Building a Future-Focused Innovative Public Service – The Kenyan Experience

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Presentation Outline

- Definition
- Mega Trends Impacting Public Service
- Public Sector Innovation
- Creating & Sustaining a Culture of Innovation
- Key Factors in Promoting Innovation
- The Kenyan Experience
Definition of Innovation

- No consensus about the meaning of the term
- Refers to two processes of change in an organization:
  - Doing old things in a new & better way (Adair, 2007; Oloapa, 2009); “iteration” – change of something that already exists.
  - Putting new ideas into useful practice (UNDESA, 2007); “Invention” – totally new.

“it’s a way of thinking that creates something new and better”
Definition cont’d

Innovation must be Novel

Implemented

1% idea
99% Execution

Lead to better services/results

Efficient
Effective
User satisfaction
Employee satisfaction

User satisfaction
Employee satisfaction
Mega Trends Impacting Public Service

Innovation in Public Service

Increased transparency & Accountability

Efficiency Agenda caused by
✓ global recession
✓ Increased scrutiny

Efficiency Agenda due to
✓ budgetary constraints
✓ Value for money

Demographic changes
Shift in mind sets, attitudes, knowledge & values

Citizen awareness
✓ Informed
✓ connected
✓ demanding

Increasing demand for public services
Why Public Sector Innovation

- To improve public services

Nolan “Innovation is a critical factor in achieving improved performance”

- Improve agency performance

- Solve social, economic and environmental problems

- Meet citizen needs

- Minimize costs

- Increase efficiency
Creating a Culture of Innovation

Managing innovation is about creating a culture where ideas are:

- generated
- valued
- supported
- implemented
Dimensions of Organizational Culture Related to Innovation

- **Organizational culture**
  - Risk averse culture that permits:
    - making mistakes
    - Employees challenge status quo

- **View of Human Capital**
  - Greatest asset
  - Respect individual rights
  - Supportive
  - fair

- **Flexible rules & procedures**
  - Reduce red tape
  - Rules encourage innovation

- **Avail resources for innovation**
  - Financial
  - Time
  - Human resource

- **Make innovation strategic goal**

- **Reward Innovation**
  - Introduce various awards

- **Information Management**
  - Platform for shared information
  - Whole of government approach
  - Knowledge management
  - Intranets
  - Open Government Data (OGD)
Key Determinants of Promoting Innovation & Creativity

Leadership (Key determinant)
- Behaviour influences innovation
- Value the process of creating & refining an idea

Proactive
- Open to ideas/change
- Team work
- Risk taker
- Role model
- Communicator

Support
- Encourage
- Engage
- Empower
- Reward

Empowerment
- Inspired for continual improvement
- Learn from experience
- Life long learning

Free environment & autonomy
- Designated space
- Time
- Innovation days e.g. Google’s 20% time policy

Promoting Public Sector Innovation
Public Sector innovation framework

- Generating & Sharing Knowledge & Ideas
- Adapting Rules and Process
- Reviewing Organisational Design
- Empowering the Workforce

Public Sector

Organisation

Individual

Society
Sustaining Culture of Innovation

Motivated Employees (Key)
- Willingness to go the extra mile
- Employees contributions valued

Sustaining Culture of Innovation

Embrace top down & bottom up strategies
- Innovation is for all

Holocracy
- Create flexible organizations
- Embrace flat structure not pyramidal
- Room for experimentation
- Programmes & processes promote
The conundrum:
Innovation is inherently risky, experimental and anti-hierarchical. BUT the public sector is traditionally risk averse, bureaucratic, and constrained by red tape, rules, regulations, top-heavy decision-making, and few competitive drivers.

Part of the solution:
Leadership that is collaborative and participative

Why does leadership matter?
The role of leadership—not to be the innovator—but to create the conditions for innovation

The Kenyan Experience

- Major strides made over the last 10 years.
- Country is leader in innovation in sub-Saharan Africa.
- Global Innovation Index (GII) - Country ranked 1st among the 17 low-income Sub-Saharan economies.
- Efficiency level improved from 71st in 2013 to 26th in 2014.
- Kenya is now globally recognized for commercialization of mobile money; M-PESA.
- Dubbed as the Silicon Savannah.
Kenyan Experience cont’d

Made impressive progress over the years

- Global Innovation Index (GII)
Legal & Policy Framework

**Legal**
- Constitution
- Science, Technology & Innovation Act 2012
- Technical & vocational education & Training Act, 2013 (TVET)

**Policy**
- Kenya Vision 2030
- Science, Technology, Innovation Policy & Strategy (STIPS) 2009
- Sessional Paper on Science & Technology 2012
- Sessional Paper No. 3 on (PI)

**Ministry of Information, Communication & Technology (ICT)**
- Kenya ICT Authority
- Konza Techno City
- Enterprise Kenya

**Ministry of Education**
- National Commission for Science, Technology & Innovation (NACOSTI)
- Kenya National Innovation Agency (KNIA)
- National Research Fund (NRF)
- Kenya Education Network (KEN)
Kenyan Experience cont’d

- Kenya’s spending on research & development is higher than other sub-Saharan countries.

Gross Domestic Expenditure on R&D as % of GDP (2010)

Source: NPCA 2014 Data from ASTII R&D Surveys 2010
National Optic Fibre Backbone Infrastructure (NOFBI)
All 47 counties & major towns connected
- Ease communication across counties
- Improve service delivery

Huduma Kenya
Citizens have access to over 30 services from one location
40 centers over the country
- Convenient
- Efficient

Performance Contracting
PSA to be:
in innovative in service delivery
Many innovations
Cost savings

E-Citizen
G2C Services
Access & pay services online
Births & death cert.

E-Business
- Licenses
- Registration

E-Visa
Apply & pay for
- Passport
- Visa

Set up incubation centres & commercialize research outputs
C4D Lab – The University of Nairobi:
CBIIC – Kenyatta University
Industrial Technology Park – JFUAT
@iLabAfrica – Strathmore University
Linkage of innovation & industry
C4D Lab
Computing for Development Innovation Lab
University of Nairobi
Activated on April 8, 2012
Innovation
Innovation culture, generating ideas, strategies, weekly ideation meetups (Frideations)

Research & Development
ICT4D Focus, Building prototypes as byproducts of research

Incubation
Providing free incubation for innovative startups.

Training
Short courses, Bootcamps

Dissemination
Talks, Conferences, Workshops, Public Lectures, Publications

Infrastructure
Fast internet, hosting servers, innovation space

Talent
Student interns, innovative and highly talented community (student, staff and alumni)

Faculty
Involved in research, 14+ PhD holders, providing mentorship to startups
CBIC ranked as one of the Most Promising University Incubation Centers in Africa in the University Business Incubator Rankings 2014

Chandaria Business Innovation and Incubation Centre
Kenyatta University

Founded: 2011
Budget: $50k - $200k
Employees: 5-10

- Biotechnology
- ICT (Web, Mobile)
- Life sciences
- Cleantech
- Non-specialized
Trend of Companies Participating in CBIIC

![Graph showing the trend of companies participating in CBIIC from 2011 to 2015. The x-axis represents the years 2011 to 2015, while the y-axis represents the number of companies. The graph shows a steady increase in the number of target companies and companies graduating, with a sharp increase from 2013 onwards. The attrition remains low throughout the years.]
Future Focused Innovative Public Service

Public Service Award Schemes
- Teacher of the Year Award
- Principal of the Year Award
- “Huduma” Ombudsman Award
- Nurse of the Year Award
- Public Servant of the Year Award

Talent Signaling programmes
Presidential Digital Talent Programme (PDTP)
- Targets ICT graduates
- Introduced in 2014
- 2015 – 100 interns
- 2016 – 400 interns

Support R&D
- KALRO – Agriculture & livestock
- KIRDI – Industrial & allied technology
- KEMRI – Health research
- KIPI – Protect industrial property rights

Collaboration Mechanisms
- Donors
- Multinationals & private Sector
“Huduma” Ombudsman & PSOYA Awards

“Huduma” Ombudsman Award 2014
HE The President & the Overall Winner

Public Servant of the Year Award 2015
HE The VP & the Overall Winner
PSOYA Award

- Hyperlink to Voice - Over
Lessons Learnt

- Use of deliberate policy interventions
- Effective collaborations & partnerships with the private sector & multi-national corporations
- Increased funding for research & development
- Programmes to motivate employees
- Development of incubation centres in universities & other institutions of higher learning to foster innovation
Thank you