Laboratorio de Gobierno

Gianncarlo Durán
@gianncarloduran
Deputy Director - Head of Innovation Capabilities
Laboratorio de Gobierno - Government of Chile
@labgobcl
“The central government is basically a publishing house. It is full of people writing stuff, contracts, consultation papers, regulations.

Innovation for designers involves doing stuff and testing it on people, for policy makers it means writing stuff and selling it to people.”

- Matthew Taylor
  Royal Society of Arts
Innovation in the Public Sector
The Chilean State has innovated
26 years of Modernisation & Innovation

1990 SEGPRES
1990 SERVICIO DE IMPUESTOS INTERNOS
1990 OIRS
1991 SERNAM
1991 INJUV

1993 CONADI
1994 CONAMA
1995 PREMIO A LA CALIDAD
1998 SIMPLIFICACIÓN DE TRÁMITES
2002 CHILE SOLIDARIO
2003 DIRECCIÓN NACIONAL DEL SERVICIO CIVIL Y ADP

2003 CHILECOMPRA
2005 PLAN AUGE
2008 REFORMA PREVISIONAL
2012 CHILEATIENDE
2014 LABORATORIO DE GOBIERNO
But it has been done unsystematically
“We have launched an institutional space, the Laboratorio de Gobierno, which has a strategy and methodologies to allow the State and its organisations to be effectively innovative”

President Michelle Bachelet, March 30 2016, Future State Conference.
Why should we foster an Innovative State?

The imperative ...
After 2008: cycles of economic/social crises

Do better with less
Today: crisis of trust in public institutions

Reconfigure the relationship between State and citizens
“Wicked” contemporary public problems

Need to manage complex problems with systemic and holistic approaches
How do we promote an Innovative State?
Create a new relationship between the State and society through better and human-centred public services
a collaborative institution

<table>
<thead>
<tr>
<th>MIN. INTERIOR AND PUBLIC SECURITY</th>
<th>MIN. FINANCE</th>
<th>MIN. GENERAL SECRETARIAT OF PRESIDENCY</th>
<th>MIN. ECONOMY, DEVELOPMENT AND TOURISM</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIN. SOCIAL DEVELOPMENT</td>
<td>NATIONAL DIRECTION OF CIVIL SERVICE</td>
<td>CORFO, ECONOMIC DEVELOPMENT AGENCY</td>
<td>CIVIL SOCIETY</td>
</tr>
</tbody>
</table>
Through a combined strategy

Exploring and solving
Supporting public sector institutions to develop projects seeking innovative solutions

Training and mobilizing
Building innovation capabilities in civil servants and institutions
Before we continue, let’s make something clear; language is important:

What do we understand as Public Sector Innovation?
Public-sector innovation is about facing public policy challenges from a new perspective in order to achieve better results for people.

Adapted from Mulgan, 2007; OECD, 2015
Process that **ideate and implement new approaches** in the context of a public sector institution that produces **better public results**

Adapted from Mulgan, 2007; OECD, 2015
Human-centred
Citizens/Users
Civil Servants

Systemic Approach
Multiple views
Cross-sector

Co-Creation
Collaboration
Participation

Experimentation
Learning-by-doing
Prototyping

Oriented by 4 principles
Experimentation
Learning-by-doing
Prototyping
Electricity Bill Project
Problem declared

“The 51% of users do not understand the electricity bills”
Potential

5.5 million customers nationwide, using a services distributed by 34 companies.
How would have been the traditional way to approach the problem?

Problem: “51% do not understand the bill”
Solution: Possible solution focused specifically on making it understandable
What are the motivations, interests and challenges people front when receiving the bill?
Challenge Discovery Workshops
Discovering  Framing  Ideating  Delivering

Challenge Definition
Problem Reframed

Dimension 1:  **Semantics - Communication**
Are the words/concepts understood by users?

Dimension 2:  **Knowing the service**
Do users know how the electricity service work and the detail of what they have consumed?

Dimension 3:  **Trusting sense**
Do user trust on the service?
Co-creating ideas with users and civil servants
R.U.T.: 69.507.700
BOLETA ELECTRONICA N° 12345678
Sr. (a) Juan González Ponce
Alameda Bernardo O'higgins 1469 Santiago
Rut: 12.345.678-9
Nº de Cliente: 24390363

<table>
<thead>
<tr>
<th>Lectura anterior</th>
<th>Lectura actual</th>
<th>Consumo de los últimos 13 meses kWh</th>
<th>Hoy consumes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 000 kWh</td>
<td>16 999 kWh</td>
<td>22 de sep.</td>
<td>30% que en el mismo mes del año pasado</td>
</tr>
</tbody>
</table>

Tu consumo fue de: 199 kWh

<table>
<thead>
<tr>
<th>Lectura actual</th>
<th>Lectura anterior</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 999 kWh</td>
<td>15 000 kWh</td>
</tr>
</tbody>
</table>

Tu consumo fue de: 199 kWh

¿Cuánta electricidad consumí? 89.4%
¿Qué estoy pagando? 10.6%

De lo que pagas corresponde a tu consumo.
De lo que pagas corresponde a impuestos, operación del servicio y transporte de la electricidad.

| Cargo por sobreconsumo de invierno | $2.400 |
| Cargo por reajuste al precio de la electricidad | $1.890 |
| Cargo fijo mensual | $719 |
| Transporte electricidad | $713 |

TOTAL A PAGAR: $26.250

Fecha vencimiento: 15-nov-2016
Fecha de corte a partir del 5-dic-2016
Último pago: $21.250 (10-oct-2016)

¿Tienes algún reclamo o consulta?

Cupón de pago

Compañía Electrica
603 300 4000
www.electrica.cl

SEC
603 300 4000
www.sec.cl

SERNAC
603 300 4000
www.sernac.cl
**Problemas con el servicio de electricidad?**

Hay algunos consejos a revisar con respecto al servicio de electricidad en el domicilio de nuestros clientes. 

- Contacte con la Superintendencia de Electricidad y Combustibles (SECO), indique que es un encargado de los servicios de electricidad.

**Datos de su suministro**

*Modelo: G-AD2*

**Fecha de lectura:** 199 kWh

<table>
<thead>
<tr>
<th>Fecha de lectura</th>
<th>Medidor</th>
<th>Tipo de medidor</th>
<th>Mnemonic</th>
<th>Medición</th>
</tr>
</thead>
<tbody>
<tr>
<td>Octubre de 2015</td>
<td>G-AD2</td>
<td>GAD2000</td>
<td>G-AD2</td>
<td>199 kWh</td>
</tr>
</tbody>
</table>

Total a pagar: $18.800

**¿Hasta cuándo puedo pagar?**

*Fecha de vencimiento:* 07 May 2016

**¿Cuánto debo?**

- Total a pagar: $18.800
- Monto del período 01 Abril - 01 Mayo (Incluye saldo anterior de $2.619).

**¿Qué hago si me olvido de pagar?**

- Contacte con el departamento de atención al cliente que se encuentra en el domicilio de nuestros clientes.
- Asegúrese de que se haya recibido el despacho

**¿Qué significa lo que estoy pagando?**

- Descuentos por el período de lectura
- Ajuste por el servicio a los usuarios
- Consumo medidor
- Monto del período 01 Abril - 01 Mayo (Incluye saldo anterior de $2.619)
Sr. (a) Juan Carlos González
N° de Cliente: 24503663
Dir. Av. 1467 #402-201
Barranco, Santiago
Rec. 15 de octubre 2015

¿Cuánto debo?

$23,473 + $2,782 = $26,250 TOTAL a pagar

¿Cuándo debo pagar?

15-nov-2015

Cupón de pago

24503663

15-nov-2015

$26,250
### Mi consumo en el mes actual

<table>
<thead>
<tr>
<th>Rubro</th>
<th>Consumo (kW/h)</th>
<th>Consumo (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricidad</td>
<td>234</td>
<td>18,809</td>
</tr>
<tr>
<td>Agua</td>
<td>24</td>
<td>2.46</td>
</tr>
<tr>
<td>Gas</td>
<td>500</td>
<td>6.50</td>
</tr>
</tbody>
</table>

**Total a pagar:** $18,809

---

**Consejos para gastar menos electricidad:**

- **Electrodomésticos:**
  - Apagar electrodomésticos cuando no los estén utilizando.
- **Iluminación:**
  - Utilizar bombillas LED para ahorrar energía.
- **Calefacción:**
  - Mantener una temperatura confortable para evitar el gasto excesivo en calefacción.

---

¿Qué significa lo que estoy pagando?

El consumo de energía eléctrica, agua y gas se registra y facturado mensualmente. El costo total incluye el consumo de estos servicios en el mes actual.
The pilot started in 5 months ago in 3 regions of Chile. By December 2016, the bill will reach every Chilean home.
Systemic Approach
Multiple views
Cross-sector
Counterpart

Division of Access and Energy Equity (DAEE)

Energy Access Fund (FAE)
Request

Rethinking the FAE
How is the FAE structured?

Leadership
Minister of Energy
Máximo Pacheco

Budget
250MM CLP
350M Euros

Teams
Division of Access and Energy Equity

Times
4 months between opening and selection

Laws and norms
Terms of reference
Problem: How do we re-think the FAE?
Solution: Possible improvements of the current fund
How do we include citizens in the solutions of energy challenges?

Reframing, defining and prioritizing the challenges with managers & Minister

How to satisfy energy needs from homes and neighbourhoods with efficient solutions?

How to improve the access and uses of renewable energy in micro, small and medium enterprises to increase their productivity?

Open innovation: call for applications encouraged Chileans and international entrepreneurs

494 Applications
311 Homes and Neighbourhoods Challenge
183 Enterprises Challenge
47% Applications from regions outside Santiago
20 best ideas pitch before the jury and the Minister

The 20 best ideas spend 4 weeks at the Lab of learning, prototyping (€7,000) and testing with users and experts

4 Winners → Pilot €105,000 6 months
Human-centred
Citizens/Users
Civil Servants
Civil Servant’s need to belong to something, to learn from others, to meet peers and maybe create something together.
innovadores públicos
highlighting public innovations
facilitating collecting learning
connecting motivations to innovate
Main learnings and reflections

- The State works in a way that might be difficult to chance completely. Innovation help taking them differently.
Public administration traditionally

- Leadership
  - Vertical

- Budgets
  - To solve

- Teams
  - Executors

- Times
  - To implement and then test

- Laws and norms
  - As barriers
To invest with a mission and purpose

To implement and then test

To test and then to implement

New co-creator teams

Public administration innovation-led

Leadership
• Vertical
+ Horizontal

Budgets
• To solve
+ To invest with a mission and purpose

Executors
+ New co-creator teams

Teams

Times
• To implement and then test
+ To test and then to implement

Laws and norms
• As barriers
+ Only as borders and enablers
Main learnings and reflections

- The State works in a way that might be difficult to change completely. Innovation helps in taking them differently.

- Innovation cannot be a task or process isolated from the strategies of the institutions. Once in the process, in order to nurture, needs to be facilitated as a learning-by-doing process; otherwise, it will only be an anecdote.
Main learnings and reflections

- It is absolutely relevant to define a political owner to make the promise of implementing the potential solutions and carry on with the practices.
In summary:
Over the last almost 2 years, we have designed more than a new space to solve problems...
... the Laboratorio is already building new relationships between the Government and the citizens.
Muchas Gracias!

More information: www.lab.gob.cl