

Design in the public sector - case Estonia

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www.disainikeskus.ee

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Estonian Design Centre

Est 2008

Our aim is:

- to make design more visible;
- to increase design awareness;
- to promote the use of design as a strategic tool for
 - growing the economy,
 - solving big societal challenges,
 - increasing innovation and improving the quality of everyday life.

Goal of the Government:

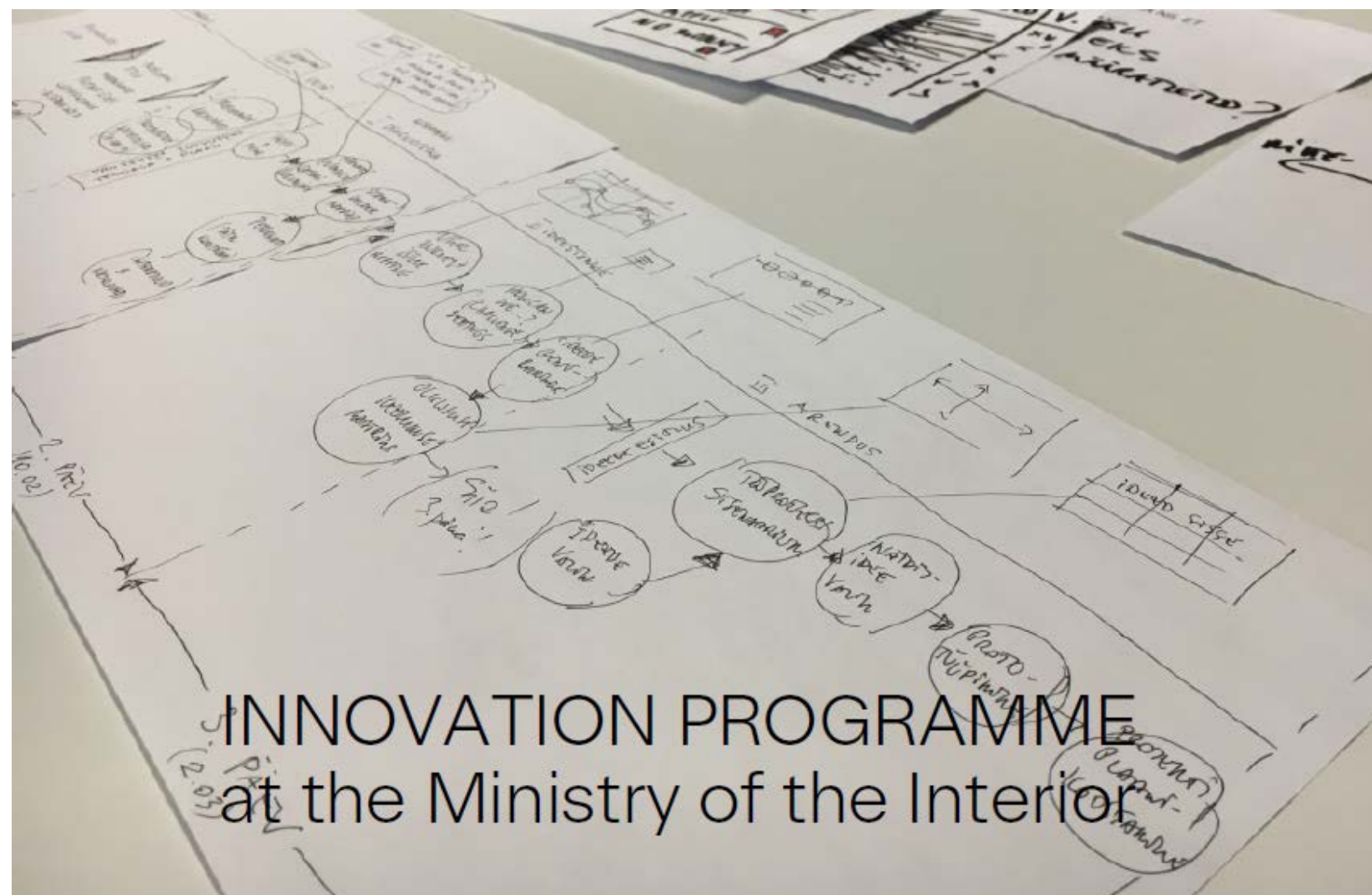
To make the governance simpler, more open, innovative and flexible. Work flows within the government have to be more effective and more affordable for the state.

Challenge: How to get human centered approach / design thinking into public sector innovation processes and developing public services?

Innovation in governance

In 2016 The Government Office formed the Public Sector and Social Innovation Task Force to collect and analyse innovation-promoting ideas.

One of their initiatives was the Innovation programme.



The **Innovation programme**, led by the Estonian Design Centre.

Objective of the Innovation programme

- To develop a design-led methodology and toolkit for the Ministry of the Interior;
- To solve the problems and improve work processes in innovative, evidence-based and user-centric way.

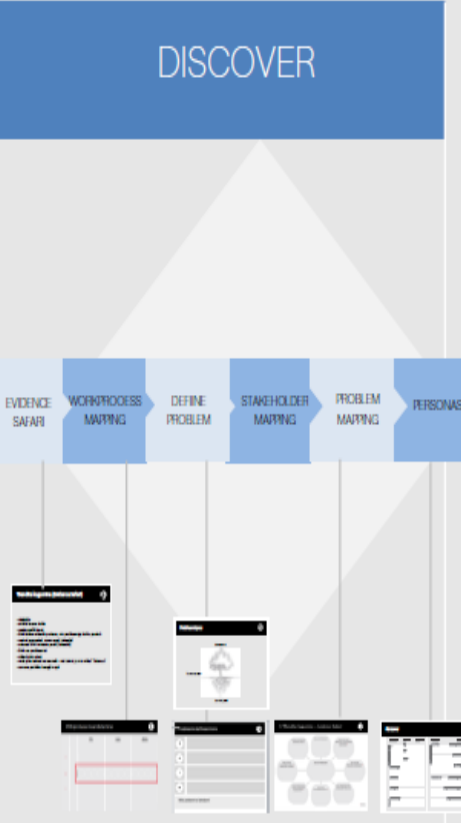
Developing methodology

The following was taken into account:

- The public sector often deals with wicked problems;
- Usability and usefulness are crucial when it comes to public services;
- Design thinking and service design tools enable to find, test and adapt the best user-centric solutions.

Design-led innovation process

Day 1. Discover



The diagram for Day 1, Discover, features a blue header labeled 'DISCOVER'. Below it is a large, light-blue downward-pointing triangle. Inside the triangle, a horizontal flow of five blue boxes is shown: 'EVIDENCE SEARCH', 'NONPROCESSES MAPPING', 'DEFINE PROBLEM', 'STAKEHOLDER MAPPING', and 'PROBLEM MAPPING'. Below these boxes are several smaller icons representing various design tools and outputs, such as a flowchart, a diagram, and a list.

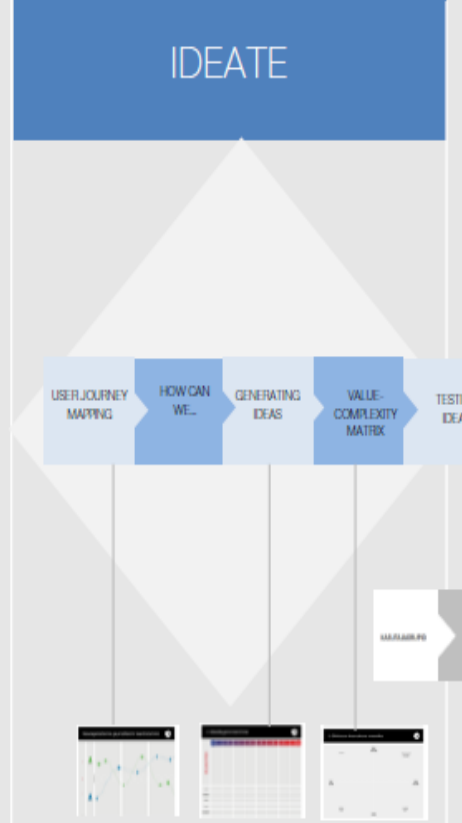
OBJECTIVE OF THE DAY:

analyze the problem originally described, define the problem, identify the stakeholders, analyze them.

The most important part of the whole innovation process is to define the right problem to be solved.

By solving the wrong problem, the result does not guarantee the desired change.

Day 2. Ideation



The diagram for Day 2, Ideation, features a blue header labeled 'IDEATE'. Below it is a large, light-blue downward-pointing triangle. Inside the triangle, a horizontal flow of five blue boxes is shown: 'USER JOURNEY MAPPING', 'HOW CAN WE...', 'GENERATING IDEAS', 'VALUE-COMPLEXITY MATRIX', and 'TESTING IDEAS'. Below these boxes are several smaller icons representing various design tools and outputs, such as a flowchart, a diagram, and a list.

OBJECTIVE OF THE DAY:

Generate a range of crazy ideas based on user needs.

There is no bad ideas!

Day 3. Develop

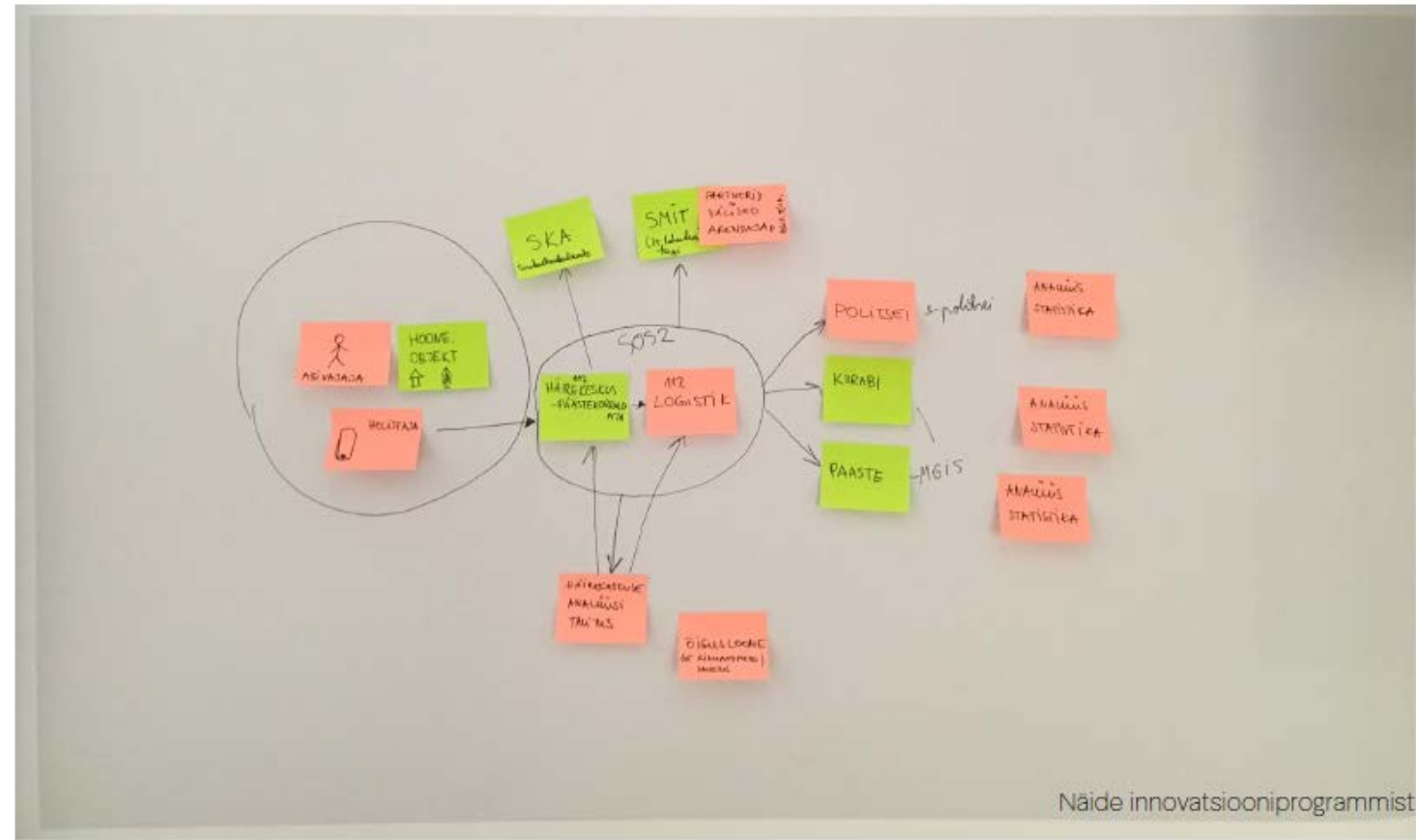
OBJECTIVE OF THE DAY:

Prototyping the best idea and plan the next steps.



The diagram for Day 3, Develop, features a blue header labeled 'DEVELOP'. Below it is a large, light-blue downward-pointing triangle. Inside the triangle, a horizontal flow of five blue boxes is shown: 'PICK IDEAS TO TEST', 'SERVICE WORKFLOW', 'PROTOTYPING', 'PROJECT PLAN', and 'PRESENT THE RESULTS'. Below these boxes are several smaller icons representing various design tools and outputs, such as a flowchart, a diagram, and a list.

Stakeholder mapping



Näide innovatsiooniprogrammist

Persona

ORGANISATSIOON _____ **TEMA** _____ **KUUPÄEV** _____

PERSOONA KIRJELDUS

PEIT: _____

NAME: **KATRE PROTSESSIOHT**

FAKTIID: **20. KÄIB KOO'US (TÄRISTUSKAS ANAALÜS) ESTONIAVABARIKAS INTERAK**

ASUKOHT: **PÄÄSTA TÖHMADUD KIRKUS**

VAJADUSED JA EESMÄRGI: **PÄÄSTA-REKLAASIAE TÄ "DICTAMIRE (KAREED) - KARKONED"**

MIS TEGITAB NURINAT: **ÜPITASE SEEA, MIS ON KASUJAJA ENDA VÄG / OKAMATASE**

MIS TEDA MOTIVEERIB: **EMA SAAB HIGAGI TRUUD JA SEEA KARKATASE**

MIS VÄLENDAB SUHTUMIST: **KOIK ON VÕIHALIK**

INTERVJUUMÄRGI **KUUPÄEV**

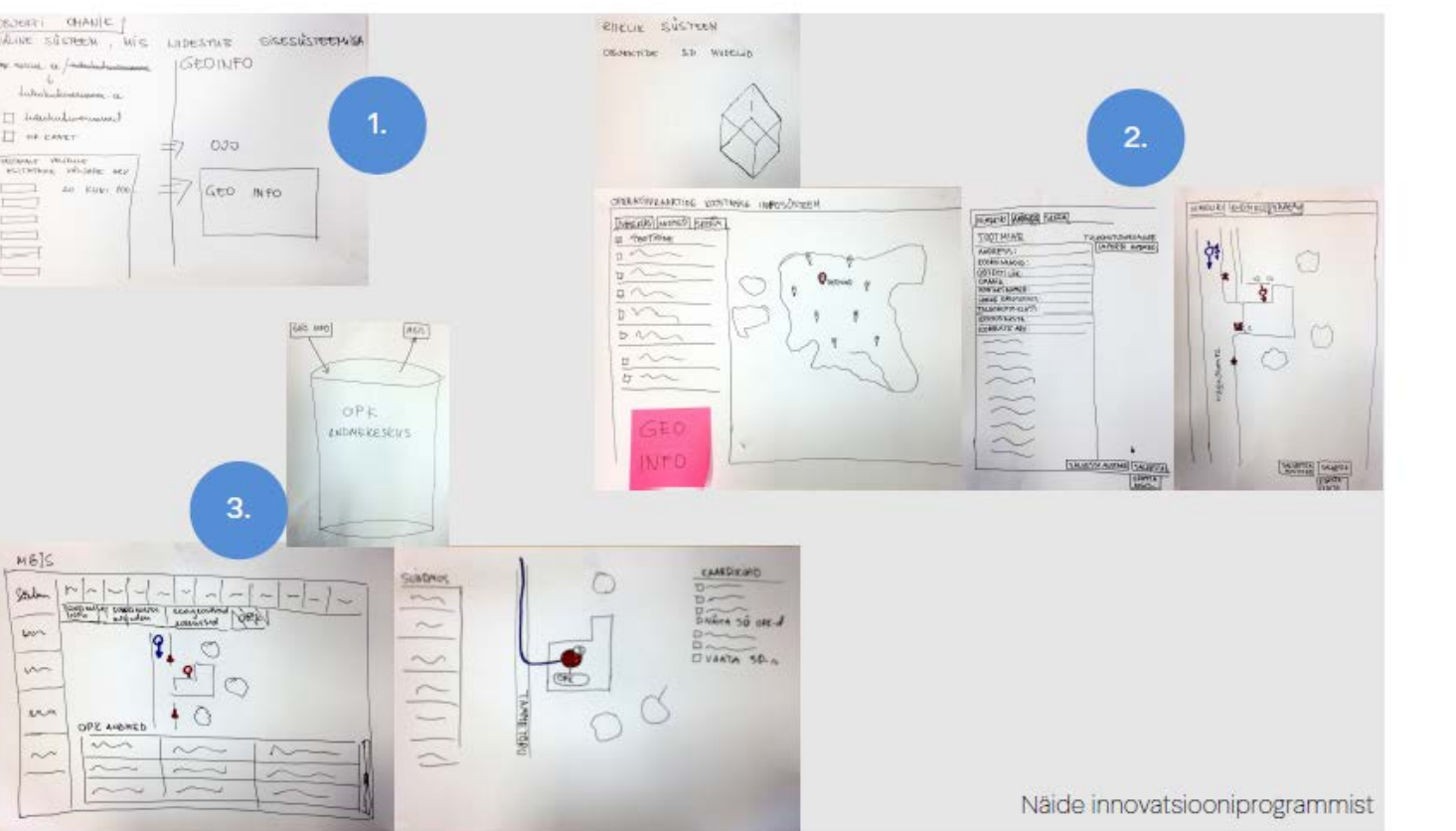
INTERVJUU: **Vajadused ja eesmärgid persooni oludega:**

PERSOONA UURING **MIS TEGITAB NURINAT JA PROBLEEMID?**

REFLEKTSIOON: **MIS ON KÕIGE MÄÄRÄTUM JA LÄHTUMAV LUGU?**



Prototyping



Näide innovatsiooniprogrammist

Projektiplaan

E **M** **A** **E** **V**

Projektieesmärk (võre ja spetsifiline)

Projektieesmärgid (mida mõeldakse, hindamaks projektist võrki)

Ajagraafik (millised on projekti olulised valimisetapid ja lõppstabiil)

Eelarve (projekti kulutuskäik, planeeritav eelarve või ressurss)

Vastutaja (projekti edukuse eest vastutav persoon ja meeskond)

MIS TEHA

KOOSTÖÖKOGA HEB VÕUSKASADE NEA DEKA

1. Kõige olulisemad ja vajalikud tegevused

2. Vajalikud ressursid

3. Riskid

1. Riskid

2. Riskid

3. Riskid

Direct results of the programme

- A design-led methodology and a toolkit; <https://teenusedisain.info/>
- Closer cooperation within the policy areas, also between government institutions and departments, persons;
- Understanding, that
 - innovative tools are more effective at engaging people and people are more interested in getting involved;
 - Small-scale experiments and test projects can be used to identify risks and prevent more serious errors in carrying out large-scale policy changes;
 - The culture of innovation needs new processes and space to perform.
- A lot of excitement

Life after

- I-team
- 3 first challenges :
 - Integrated, demand-based transportation solutions (in rural areas)
 - Cancer patient's treatment journey
 - Effective legislation system
- 600 trained people within next 2 years
- I-Club
- Self-organized events (f.e. Innovation Academy by MKM)

Principles for Managing Services and Governing Information*:

- 1) creation of measurable or perceptible value for every target group and interest group of services;
- 2) discontinuance or rearrangement of services that do not create value;
- 3) satisfaction of the users of services and optimum administrative burden of persons;

* The Regulation passed 25.05.2017, <https://www.riigiteataja.ee/en/eli/507072017004/consolide>

- Training Program in design thinking and service design for public sector;
- Design thinking and service design included in different training programs for policymakers, top executives etc.;
- Design thinking and service design trainings for different ministries and governmental organisations

Estonian design development plan 2019 -2022 (under development)

Vision:

„... Estonian companies and the public sector use design to strategically address societal challenges, develop their products and services, and bring new, innovative products / services to global markets. The changes are planned in a user-centered way and inclusively.“

EESTI
DISAINI
KESKUS

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Thank you!