

ESTABLISHING A PUBLIC SERVICE INNOVATIONS NETWORK / KNOWLEDGE HUB

A STEP BY STEP GUIDE



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Prepared by



A Step-by-Step Guide on Establishing a Public Service Innovations Network / Knowledge Hub

A Public Service Innovations Network is the end result of cooperation between organisations that share an interest in promoting and developing innovations in public services.

The Public Service Innovations Network (Jaringan Inovasi Pelayanan Publik – JIPP) consists of ministries/ institutions, local governments, higher education establishments, non-governmental organisations, and institutions belonging to development partners.

(State Administrative and Bureaucratic Reform Ministerial Decree 30/2014)

Why is a Knowledge Hub important?

1. Challenges related to public services continue to arise; therefore, there is a need for a means of observing and learning from the development of public service-related innovations.
2. The hub allows regional leaders, civil servants, and local communities to comprehensively understand the progress being made in public services in a particular province.
3. Via the Knowledge Hub, community members can interact directly with the providers of public services, allowing them to offer their feedback on service innovations that have been introduced.
4. For regional leaders, the Knowledge Hub can be used to measure the performance of Regional Technical Organisations (*Organisasi Perangkat Daerah - OPD*) in providing services to their local communities.

5. The State Administrative and Bureaucratic Reform Ministerial Decree 30/2014 called for the establishment of sub-national innovation networks to help develop innovations across Indonesia.
6. The hub ensures that experience gained at the local level becomes input for policy-making at the national level to improve the quality of the new policies.

What does “innovation” mean in the context of JIPP?

There are many definitions of the term “innovation” in relation to public services. The Ministry for State Administrative and Bureaucratic Reform (*Kementrian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi - KemenPAN-RB*), in conjunction with the Transforming Administration-Strengthening Innovation project and the German Society for International Cooperation (Transformasi-GIZ), proposed several principles for innovations covered by the Public Service Innovations Network (JIPP):

- Innovations are born out of problems, not solutions;
- Innovations resolve problems (that are clearly defined) and the results are measurable;
- There is something new about an innovation (in its approach, method, mechanism);
- Innovations improve service quality (accessibility, performance, transparency);
- Innovations reduce bureaucratic processes (by eliminating bureaucratic bottlenecks);
- Innovations are created together with, or based upon the feedback provided by, the end users of public services.

The JIPP structure

JIPP is a network that involves provincial government, district/city governments, universities, frontline service units, mass media, non-governmental organisations (NGOs), development partners, and the private sector. At the national level, JIPP is supported by KemenPAN-RB.

A JIPP network has an **advisory team** and a

coordination team, both of which are based at the provincial level.

The **advisory team** consists of all parties involved in JIPP at the local level. They attend bi-annual meetings to review progress on the JIPP network, to agree the latest work plan, and to confirm funding allocations.

- **Members of the Local Legislative Council** (*Dewan Perwakilan Rakyat Daerah - DPRD*) need to be included in the advisory team so that they can support JIPP’s efforts by agreeing annual budgets and using their powers of persuasion on decision makers, as necessary.
- At least one of the advisory team members should be from a **higher education** establishment. In addition to acting as a source of information when formulating new policies, academics can play a role as trainers during bootcamps. They can also support JIPP activities through research and lobbying efforts.
- The role of the **mass media** is to help raise awareness among local communities and government administrations about JIPP activities, progress and achievements. Besides reporting on JIPP-related activities, media outlets also play a strategic role in highlighting local innovations that are included in JIPP. The media can also hold public debates and talk shows, to discuss crucial issues concerning public services. Citizen journalists are also encouraged to become involved in these efforts.
- Other representatives on the advisory team come from local **civil society organisations (CSOs)**. CSOs can offer advice and proposals from a community perspective. The information CSOs provide is very important for preparing programmes and implementing activities, to ensure they meet people’s needs.
- Local **citizens** also need to be involved. Coming from citizen forums or community groups, local people play a key role in

monitoring JIPP developments as well as providing input from local communities.

- **Development partners**, such as GIZ via the Transformasi programme, play a significant part by actively supporting the establishment of a JIPP network during its initial phase. The nature of this support is the provision of technical assistance and introducing example innovation networks that already exist. Development partners can strengthen the capacity of JIPP administrators and partners by providing resource support.
- Representatives from the **private sector** can also be involved on the advisory team, if appropriate to local conditions. The private sector can contribute through discussions about developments to the JIPP network as well as by providing corporate social responsibility (CSR) funding.

The **coordination team** supports the advisory team. This team consists of provincial government leaders/staff and is led by the **Provincial Organisation Office**. The coordination team is tasked with creating work plans, coordinating all activities, and writing quarterly reports for the advisory team and regional secretary.

At the local level, each district/city government needs to assign members of staff from the **Organisation Division and Information and Communication Office** as the responsible persons. The local government (LG) needs to finance its staff travel costs when they participate in JIPP activities at local and provincial levels, as well as providing funding for all locally-based activities (including meetings, trainings and workshops) relating to JIPP.

Step by Step

A. Preparation

During the preparatory stage, everything is put in place in order to develop the Knowledge Hub further. These include legal formalities, commitment from LGs and other relevant stakeholders, and the readiness of local resources.

Once the requisite commitment from the local

leadership has been obtained, the first thing that needs to be done is for the Organisation Office to prepare a Technical Agreement between the Provincial Government and all relevant parties that describes their respective roles and tasks.

After the Technical Agreement has been completed and signed by the contributing parties, the activities contained within the preparatory phase can be conducted.

During this preparation stage, there are two key activities that must be implemented:

First, a coordination meeting must take place between the provincial administration, KemenPAN-RB and Transformasi, to introduce the ethos surrounding JIPP to the province's governor and regional leaders. This meeting, which is an in-person audience with the governor and his/her staff, is used to explain the purpose and objectives behind the establishment of the JIPP network while also securing their commitment to the scheme.

This meeting with the governor also aims, as far as possible, to obtain initial thoughts and ideas from the provincial leadership about local needs to improve public-service innovations. This is an important step to ensure that the knowledge hub is built with the full support of the provincial government. Moreover, the hub will become part of the solution in increasing the number of innovations in public services in the province.



An audience with the East Java Governor to discuss the establishment of the province's Public Service Innovations Network (JIPP) in January 2015.

Second, information about JIPP's establishment must be communicated to all relevant stakeholders. To this end, half-day workshops are organised for representatives from all the district and city government administrations within the province, together with representatives from higher education, CSOs, the media, citizen journalists and development partners in the same region.

These workshops allow participants to discuss JIPP's aim and objectives, and its potential benefits – especially for LGs. Other important aspects, such as the network's ownership, organisation and funding, are also presented. Participants at the workshops are also able to discuss particular public service-related issues and challenges in their own areas, which helps to ensure that the JIPP network that is established is created and utilised to meet local needs. It is also important that these workshops inform participants that the network has an advisory team comprising interested parties.



Information about the establishment of East Java's Public Service Innovations Network by KemenPAN-RB, the provincial government and GIZ is presented to LGs and other relevant stakeholders in Surabaya in September 2015.

team's members come from a range of relevant institutions, including provincial and district/city governments, local colleges and universities, CSOs, media, and development partners. The advisory team, which offers direction and agrees annual work plans, holds work meetings twice a year.

The provincial government facilitates the formation of the advisory team after consulting with those who have been designated to represent the respective institutions involved.



The establishment of the Advisory Team for East Java's JIPP in Surabaya in October 2015.

A. Implementation

At the programme's implementation stage, a minimum of six steps need to be taken:

1. Form an Advisory Team at the Provincial Level

Once the information dissemination stage has been completed, the first task during implementation is to establish an advisory team for the JIPP network. As mentioned above, the

The JIPP Advisory Team, East Java

INSTITUTION	REPRESENTATIVES
Provincial Government	Assistant III Head of the Organisation Office
District & City Governments	Organisation Section Head, Sidoarjo District Organisation Section Head, Gresik District Organisation Section Head, Bojonegoro District Organisation Section Head, Banyuwangi District Organisation Section Head, Probolinggo City
Higher Education	Head of the Department of Political Science, Faculty of Social and Political Sciences (FISIP), Brawijaya University
Mass Media	Executive Director of the Java Post Institute of Pro-Autonomy (JPIP)
NGOs and Development Partners	- Malang Development Watch (Madewa) - Java Sutra - TRANSFORMASI project/GIZ KINERJA project/United States Agency for International Development (USAID)/ Asian Development Bank (ADB) - KOMPAK project/Australian Department of Foreign Affairs and Trade (DFAT)
Private Sector	(Representatives currently being sought)

2. Advisory Team Meeting

After the advisory team has been established, the next step is to invite all the team's members to an initial meeting. At this first meeting, the aim and objectives of the JIPP network are reiterated in order to ensure that all the members have the same understanding.

Thereafter, this first meeting needs to establish agreement on an action plan for the year ahead. Facilitation for this activity in East Java was led by the provincial government, assisted by a facilitator from the Transformasi project.

The final task for this initial meeting is to ensure that all those attending share the same thinking about the importance of the establishment of the JIPP network to improve the quality of public services in the region. In addition, the advisory team members can also agree upon a schedule of activities to be conducted within the JIPP framework.

In discussing the action plan in East Java, plans were put forward for innovation trainings (bootcamps); an innovation exchange forum; focus-group discussions (FGDs) to provide input to the national government on public-service innovations; establishing an online platform to disseminate information about existing innovations; conducting an innovations competition, and increasing the replication of innovations.

3. Establishing JIPP's Online Platform

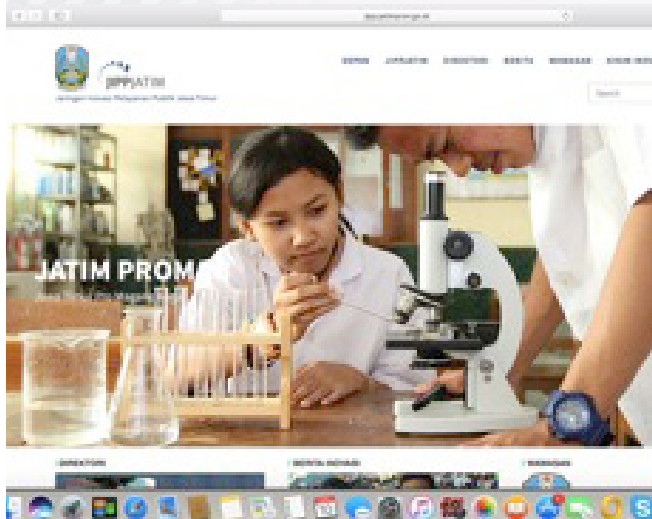
One of the Knowledge Hub's by-products, which can be accessed at all times, is an online platform. The platform is an interactive website that highlights specific public service-related innovations within one particular province.

The aims of establishing an online platform are:

- to form a community of people concerned with locally based public service innovations;
- to share information about innovations that have been implemented plus know-how;
- to provide access to innovation-related information (a directory) and to guide a process of learning;
- to provide access to the latest thinking on innovations.

The Innovation Network website can be set up on the provincial government's domain, as ownership for the former comes under the provincial administration. In East Java, for instance, the website's address is: www.jipp.jatimprov.go.id.

Establishing a Public Service Innovations Network / Knowledge Hub



One of the pages on East Java's JIPP website.

Why is an online platform important? Although there are many websites that highlight innovations in Indonesia, LGs and the communities they serve still find it difficult to obtain information about specific innovations. A key reason for this is that existing websites lack structure, or merely point to innovations that are not relevant to those seeking particular information.

Through its own online platform, a JIPP network can document all innovations in the province that have been selected based on their quality and level of success. All the innovations highlighted on the JIPP website are locally-developed innovations that are appropriate to the local context and meet local needs. The creators behind each of the innovations can also be contacted more easily, as they live in the same province as the people searching for information.

On other sites, innovations tend to be displayed in a text-heavy form. In contrast, innovations uploaded onto the JIPP site (not through third parties) can also include video footage as well as stories from the service-users' point-of-view, which makes the information more interesting for visitors to the website. The directory also serves as a point of contact for individuals that want to learn more, especially other service providers.

In order to build the JIPP platform in East

Java, the provincial government collaborated with KemenPAN-RB and Transformasi on the website's design, content, knowledge exchange and administration. However, the provincial government assumed sole responsibility for the management of the JIPP website after it was established.

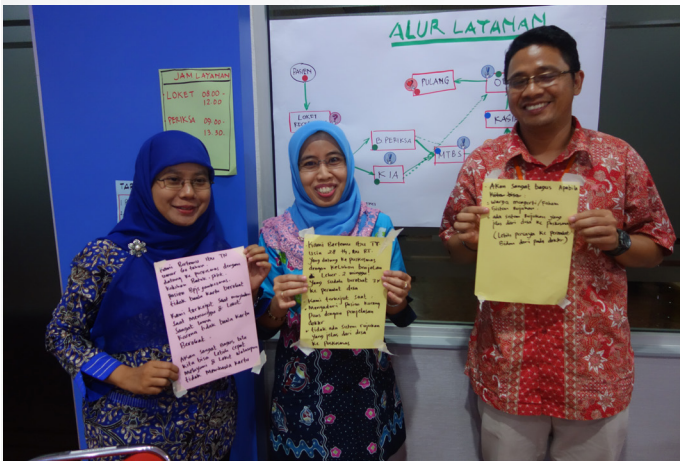
4. Organising Innovation Trainings (Bootcamps)

Innovation trainings are conducted in the form of bootcamps. The aim of the bootcamps is to encourage providers of public services to develop a way of thinking that enables them to innovate based on real problems experienced by local communities. It is important that they develop this new way of thinking, or mindset, to ensure that public-service innovations are genuinely beneficial to the end users of those services. If an innovation produces significant benefits to the community it serves, the chances of its sustainability are also boosted.

The bootcamps, which are led by facilitators over the course of two days, are attended by representatives from Regional Technical Organisations (OPD) – particularly those who provide services direct to local communities. Based on a region's capacity, bootcamps can be conducted twice a year and focus on specific themes. The first bootcamp, for instance, might base its theme on health services. In this case, the participants may include staff from LG health offices or the heads of community health centres from different cities and districts. Officials from the provincial-level health office should also be involved in this bootcamp.

Meanwhile, the second bootcamp may base its theme around civic administration. As a consequence, many of the participants of this particular bootcamp would be officials from district and city population and civil registry offices. In addition to these district- and city-level participants, representatives from CSOs acting on behalf of local communities should also be invited to attend. Their role is to provide feedback on innovative solutions intended to address problems found in the field.

The hope is that after attending these two-day bootcamps, participants will more comprehensively be able to identify and define existing public service-related problems in their own areas. Thereafter, they will be capable of developing public-service innovations as effective and efficient solutions to help resolve those problems affecting local people. Bootcamp participants return home to their respective areas, taking with them prototypes of proposed innovations developed during the training.



Participants at a public service innovation bootcamp at Brawijaya University in Malang, East Java.

5. Organising a Knowledge Transfer Forum

A forum should be implemented with the aim of enabling locally-based public-service providers to learn from one another and exchange information on existing innovations in public services within one province. It is common in Indonesia to find innovations being treated as something exclusive. Areas that possess an innovation are reluctant to share their knowledge with other areas; the reason being, they do not want other areas to replicate their innovation, especially if they have not yet been recognised in an innovation competition.

On the other hand, for those areas that do not possess an innovation, there is a certain prestige to be gained in replicating or adapting another area's innovation. As a result, these areas tend

to develop new programmes whose success is not yet known. The knowledge transfer forum therefore allows areas that face similar problems to join together and meet with representatives from other areas that have developed and implemented solutions to overcome their own problems.

At the end of the forum, participants come away with sound knowledge about various types of public-service innovations from different locations across the province. This gives the providers of public services a solid reference about innovations as they are able to obtain the information first hand from the innovators themselves; they can then choose which of the innovations is the most suitable for tackling their own challenges in their respective areas.



Participants attend a forum to share knowledge and experience on public-service innovations in East Java.

6. Holding a Provincial-level Innovation Competition

Innovation competitions are held to promote as many solution-focused ideas as possible in order to eradicate problems in public services. In practice, there are two types of competition.

First, there are competitions for innovative ideas. In these competitions, entrants comprise members of the general public and LGs. The aim of this type of competition is to capture as many different ideas for public-service innovations as possible to address existing service-related challenges that need to be improved for local

communities.

As this type of competition deals only at the level of ideas, further efforts are required to turn the ideas into practical, workable innovations. In East Java, for example, three winners of this ideas competition were each awarded Rp 100 million (US\$7,500) to turn their ideas into reality. During the post-award stage, KemenPAN-RB and Transformasi provided them with technical assistance to enable their creative ideas to be applied at the community level and so benefit local people.

Second, there are competitions for public-service innovations within a particular province. These competitions are held to help motivate public-service innovators who have successfully addressed public service-related problems. The kinds of innovations that can be submitted for this competition are those that are already running well or have been implemented for a minimum of one year.



Winners of the innovation competition in East Java in 2016.

In East Java, this kind of competition was organised by the provincial government as a preparation and initial selection for entrants to a corresponding national-level competition (SINOVIK), which is run by KemenPAN-RB. The existence of the provincial-level competition is the reason why East Java continues to dominate SINOVIK's TOP 99 innovations.

Funding for the innovation competitions

that have been held so far has been provided entirely by the provincial administration. To assess the competition's entrants, however, the provincial government engaged a range of JIPP stakeholders to form an independent jury. This competition is followed by all OPD in the provincial and district/city governments in the province.

C. Activating the Network

The provincial administration assigns OPD staff to assume responsibility for overseeing the JIPP network; as such, they are required to formulate action plans and manage all the activities included in those plans.

During the initial stage, a joint secretariat is needed to allow for more intensive interaction between the provincial government and advisors from the Transformasi project. In East Java, for instance, the province's Organisation Office provided office space for Transformasi's advisor, which enabled all activities to be communicated and coordinated in an efficient way.

In addition, good cooperation with the media is required to provide information about the existence of the network. Good relations with media outlets also allows for information to be disseminated about products relating to public-service innovations that can be accessed by service providers and members of the public.

ESTIMATED IMPLEMENTATION TIMELINE

ACTIVITY	2017					2018							
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	
ESTIMATED IMPLEMENTATION TIMELINE	KNOWLEDGE SHARING FORUM/ REPLICATION												
ESTIMATED IMPLEMENTATION TIMELINE		INITIAL WORKSHOP TO PUBLICISE CONCEPT											
FORM ADVISORY TEAM		FGD											
ADVISORY TEAM MEETINGS		TEAM MEETING					TEAM MEETING					TEAM MEETING	
ESTABLISH ONLINE PLATFORM			DESIGN/ DEVELOPMENT	IMPLEMENTATION	IMPLEMENTATION	FURTHER DEVELOPMENT	IMPLEMENTASI						
TRAINING/ BOOTCAMPs						TRAINING 1					TRAINING 2		
KNOWLEDGE SHARING FORUM/ REPLICATION				ONE PART OF SOUTH SULAWESI (9 DISTRICTS/ CITIES)	ONE PART OF SOUTH SULAWESI (8 DISTRICTS/ CITIES)		ONE PART OF SOUTH SULAWESI (9 DISTRICTS/ CITIES)	ONE PART OF SOUTH SULAWESI (8 DISTRICTS/ CITIES)		ONE PART OF SOUTH SULAWESI (9 DISTRICTS/ CITIES)	ONE PART OF SOUTH SULAWESI (8 DISTRICTS/ CITIES)		
KNOWLEDGE SHARING FORUM/ REPLICATION			TRAIN INTEGRATED TECHNICAL ASSISTANCE TEAMS (ITATS) TO WRITE INNOVATION PROPOSALS								ITATS WRITE PROPOSALS		COMPETITION

