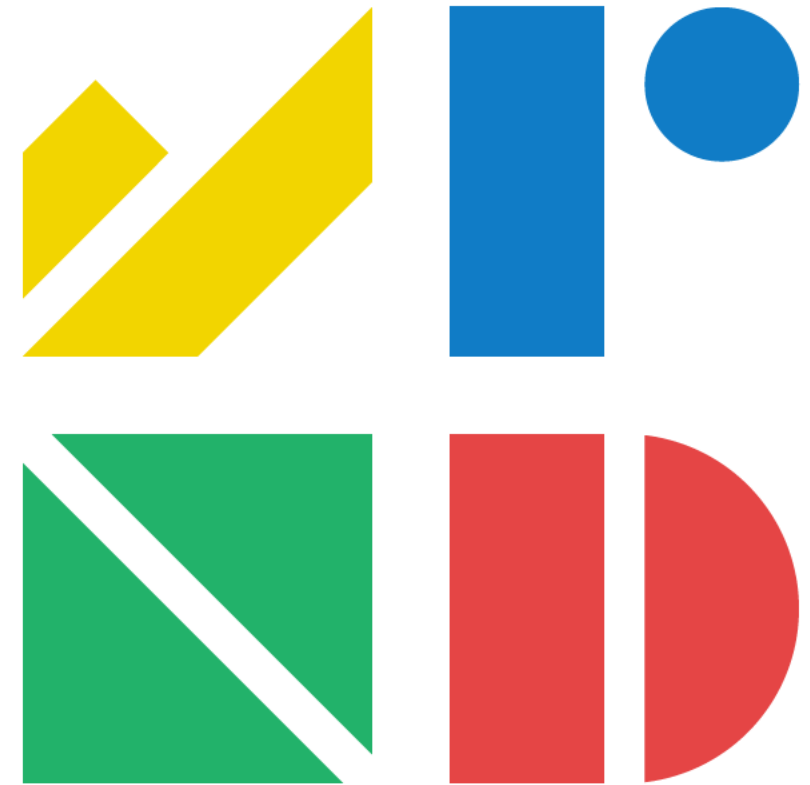


Transforming Administration and Our Future through Design

JAPAN+D Project Team
March 31st, 2022



Creating more people-oriented policies

If we could create policies that are more people-friendly, could we not be of greater service to the world? We believe that introducing a "design" approach could be an effective means of achieving this goal.

JAPAN+D began as a team of government officials of all ages and positions from the Ministry of Economy, Trade, and Industry.

A common challenge we all felt was a distance from the businesses and citizens we served; as the targets of our policies broadened, it became more and more difficult to create dialogue. This led to us becoming unskilled at creating people-friendly policies, exactly as you might imagine when you hear the word "bureaucrat."

We are living in an unpredictable era with

more diversified values, what is sometimes referred to as the VUCA Age. It is precisely because we live in such times that the government must consider and act from the standpoint of citizens and businesses. And through a process of trial and error, we must update our practices of creating, communicating, and delivering policies. By doing so, we believe we might be able to realize a better future for Japan.

Rather than relying on methods that are just extensions of past conventions, we search for new methods and new partners. We will create people-friendly policies by empathizing with the citizens and business that we mean to serve.

To bring this about, we are putting our flag in the sand. JAPAN+D has begun.

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1-1. So... what is Design?

Design is the Act of Empathizing with People

What do you think of when you hear the word "design"? Perhaps making physical things or drawing pictures? In Japan, many people think design means nothing more than arranging colors and shapes. However, this is only one small part of what design means.

In our minds, the power of design is not superficial design, but rather **"empathizing with people and keeping them at the center of everything."** It means empathizing with people and identifying with others thoughts and feelings.

For our administration, design means thinking about and empathizing with the citizens and businesses that are served by the policies we create. Our goal is to **uncover the real issues that people hold deeply in their hearts, and work together with them to create necessary solutions.**



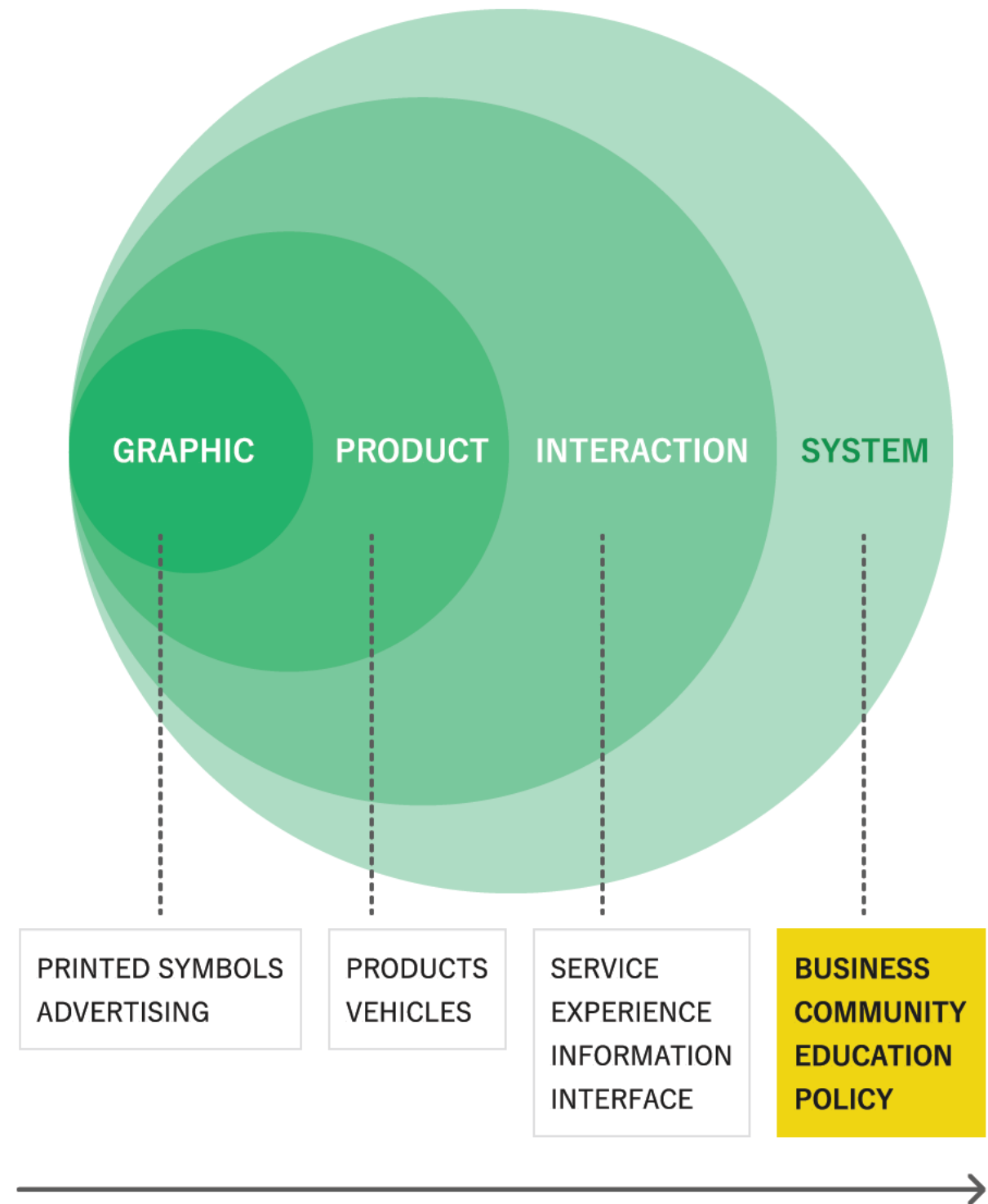
1-2. Why does Policy need Design?

The Fields of Design Expand to All Parts of Society

Design is not limited to products and advertising. Its **scope is expanding to include business, education, community, and government.**

In the age we call VUCA, human values are diversifying and the uncertainties of the future are increasing, making it more difficult for society and business to predict what will happen next. Our policy making is also reaching the limit of what it can solve when we only look to past solutions and conventional ways of thinking.

To realize a better Japan, we must find more empathy with the citizens and companies to whom we deliver our policies. We also need to involve a wide range of partners both inside and outside the government, and constantly expand our thinking with new perspectives and new ideas. We call creating policies through such an approach "**policy design**." We believe that the time for policy design is now.



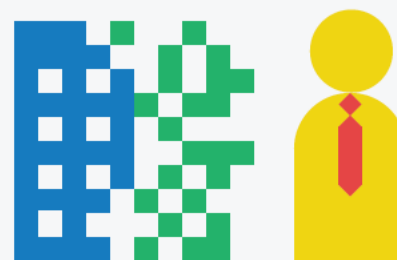
※Based on the Design Framework presented in 1992 by Dr. Richard Buchanan of Carnegie Mellon University

1-3. Who does Policy Design serve?

From Entrepreneurs to Foreign Workers

Empathizing with people and their needs is the key to policy design. So who's lives will be improved?

Although the cases listed here are supposed, they are inspired by various similar projects underway around the world, led by specialized organizations that promote a design approach in government to target both citizens and businesses. Each of these projects are characterized by the fact that they try to solve problems from the perspective of each user (the recipient of government services) and consider policies from their point of view, rather than from a disconnected, macro perspective.



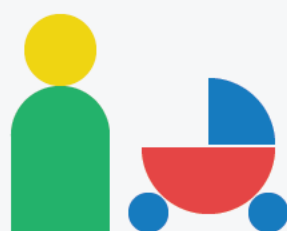
Executives Promoting DX

Provides matching services for executives promoting DX (Digital Transformation), connecting them with the most suitable businesses to meet their needs.



Small Business Owners Struggling with Business Succession

Provides matching services that connect small and medium-sized business owners with M&A advisors, tax accountants, lawyers, and other professionals.



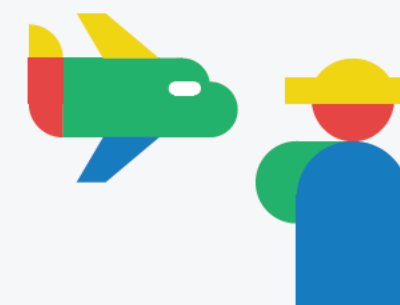
Female Entrepreneurs Balancing Work and Child Care

Provides entrepreneurs and aspiring entrepreneurs hoping to have children in the future with mentoring opportunities from potential female role models.



Parents and Children Looking to Continue Education

Provides children who are unable to attend schooling due to disaster or infectious diseases, and adults who hope to learn new skills with a place of learning online.

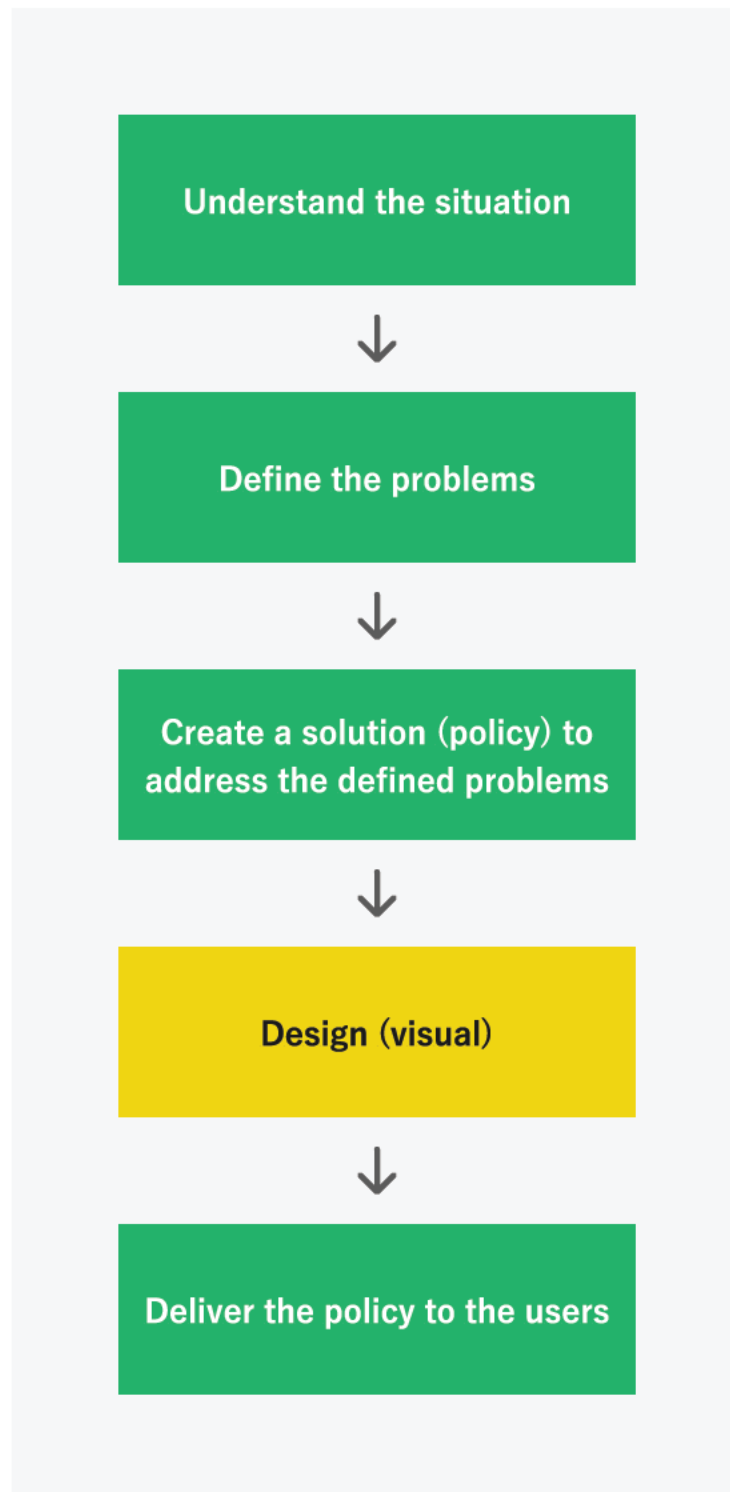


Workers who Came to Japan from Overseas

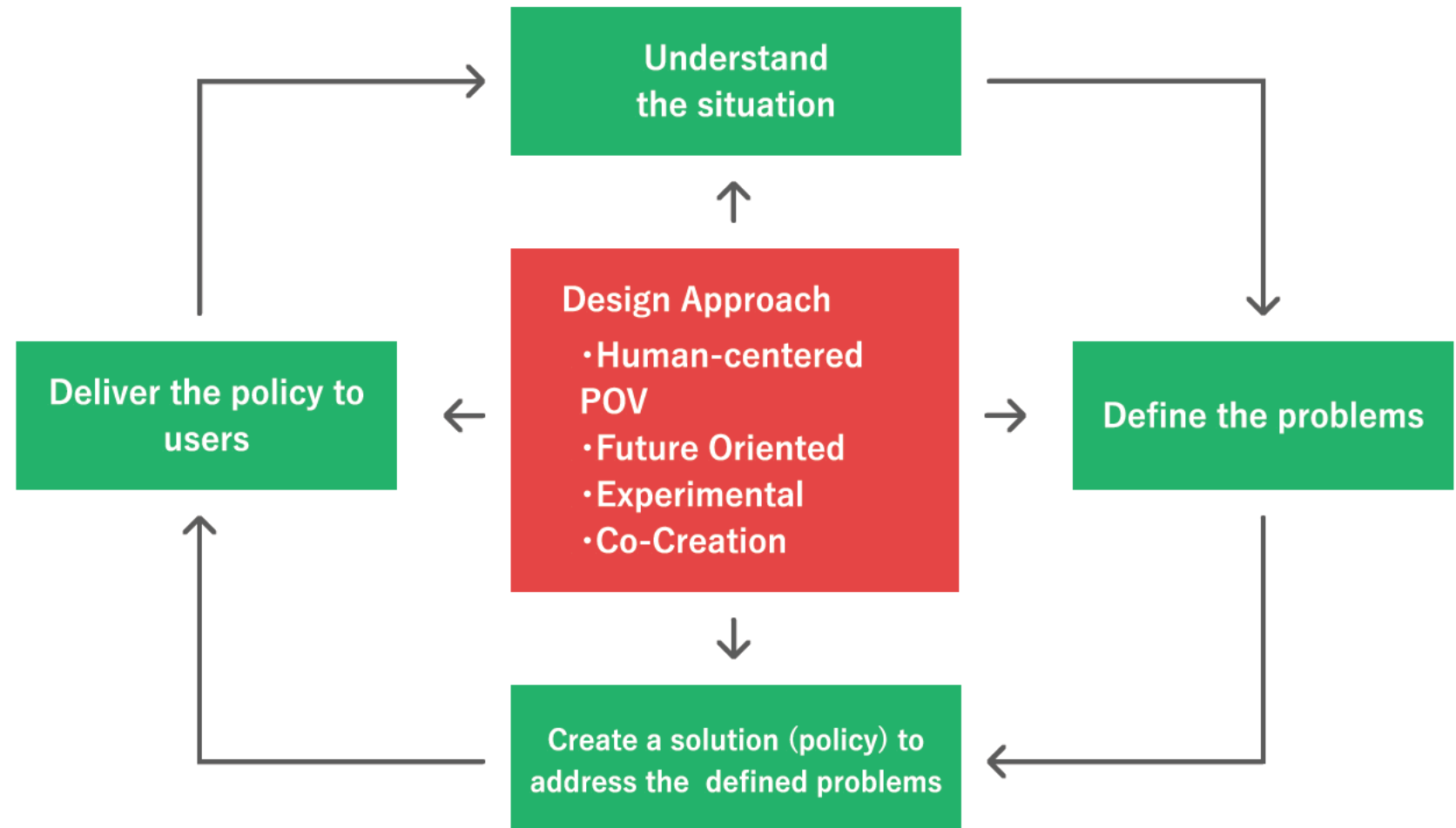
Provides online educational programs for foreign workers to learn language, history, and general education.

1-4. How will the policy creation process change?

Traditional Policy Creation



New Policy Creation (Policy Design)



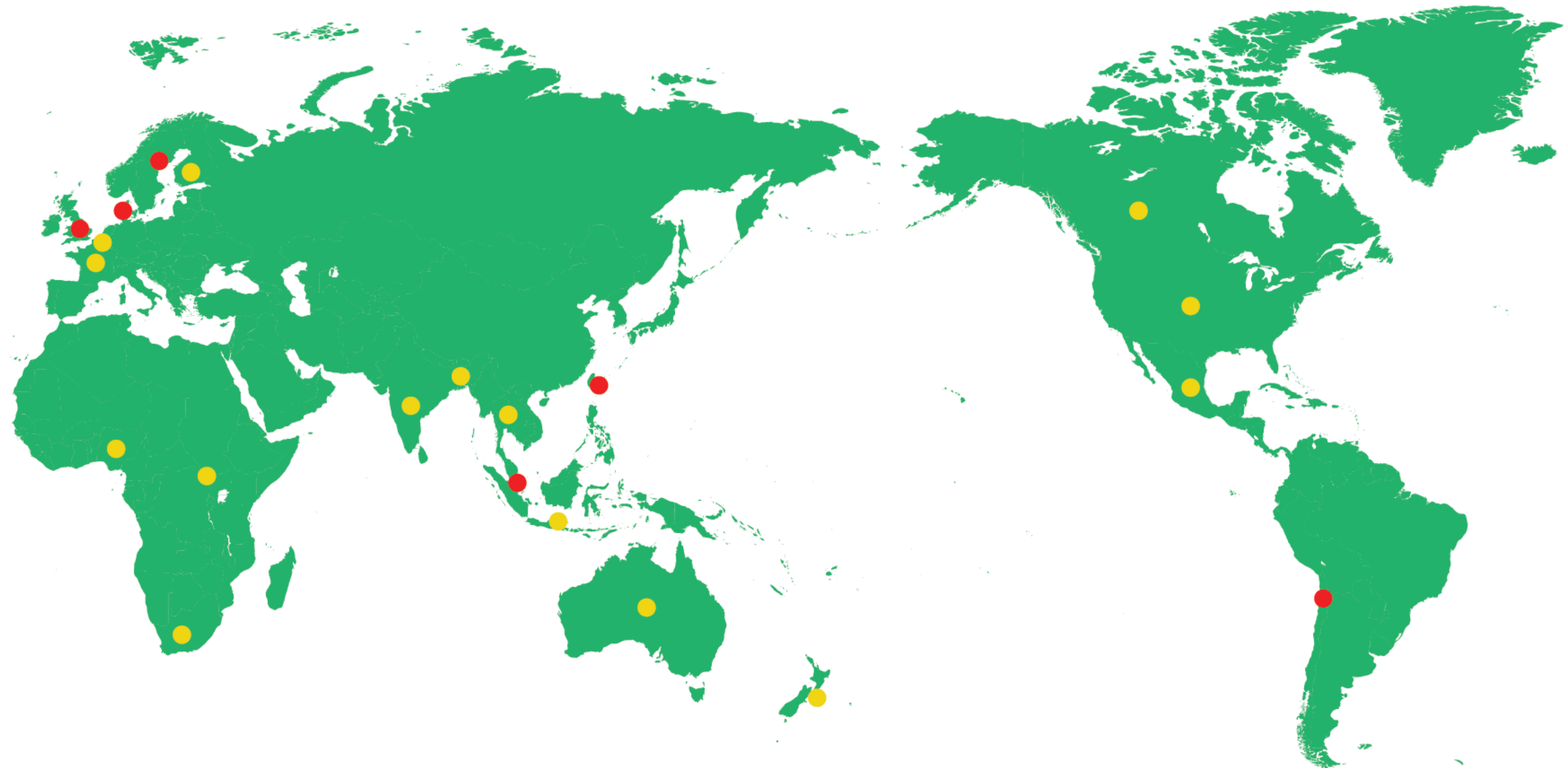
Adding Empathy to Macro-Perspective Policy Creation

Until now, Japanese policy creation has been dominated by problems that have been defined via analysis from a macro-perspective. However, as society and the economy become increasingly complex, it more important than ever to utilize empathy to unearth the essential issues plaguing individual citizens.

Listening to and Utilizing User Input in Every Step of the Process

Creating policies, delivering them to society, and having people actually use them. In policy design, we listen to and utilize user input in each step of the process. We believe that by repeating this cycle, we can create more empathetic policies that are tailored to the needs of each individual.

1-5. What regions have specialized design policy teams?



● United Kingdom
● Sweden
● Denmark
Holland
Finland
France

Uganda
Nigeria
South Africa

● Taiwan
● Singapore
India
Indonesia
Thailand
Bangladesh

Australia
New Zealand

United States
Canada
Mexico
● Chile

1-6. Are there any Japanese examples of policy design?

Policy design in Japan is just in the beginning phases. Although there are not many examples, the Japan Patent Office and the Ministry of Internal Affairs and Communications are working with designers from the private-sector to create greater convenience for users. In addition, some local governments, such as Saga and Shiga prefectures, have begun to adopt a design approach.

Patent Office Design-Driven Management Project

In 2018, the JPO launched a new project with the main objective of reviewing administrative services from their user's perspective. The JPO appointed a Chief Design Officer (CDO), and recruited approximately 70 government employees via an open call for participation to split their time with their regular work duties to assist on the project.

Led by the members of this project, a special website was created to assist small businesses that are unfamiliar with patent application to aid and assist in the process. In addition, "I-OPEN" was created to help companies and NPOs unfamiliar with how to utilize IP. In 2021, the JPO established its MVV (Mission, Vision, Values), aiming to transform itself into a user-oriented organization.



The website that helps those struggling in filing a patent application (top).
The I-OPEN project supports companies in utilizing IP with the help of attorneys and other experts (bottom).

MIC* e-Gov Renewal

In 2020, the Ministry of Internal Affairs and Communications (MIC) worked to improve e-Gov, an administrative information service that centralizes electronic government applications. The service, which had been in operation for more than 10 years, had its operational flows tested and reorganized with actual users, and collaborated on with engineers from the private sector. By understanding and empathizing with users, the service itself along with its UX (user experience) were improved.

*Currently run by the Digital Agency



The significant revamp of the web design lead to a 23% increase in digital applications received compared to before the renewal.

Saga Prefecture's Saga Design

Launched and promoted by the prefectural governor in 2015. The project collaborates with designers and other creative specialists that are connected with Saga prefecture to, from planning to implementation, engage citizens and government employees alike with care. The project is building a system that will incorporate a design approach into each and every initiative.



The Saga Design team includes administrative staff as well as UI/UX talent. A system of breakthrough meetings was established as part of the policy-making process.

2-1. What are the leading examples of Policy Design?

The JAPAN+D project team conducted research on six regions that are promoting design approaches at the government level or within government agencies. This page and the following look in detail at the leading examples from countries like Denmark, the United Kingdom, Sweden; joining Japan in the Asian cultural region are Singapore and Taiwan, and from a different cultural perspective from Europe and Asia: Chile.



Denmark **Danish Design Center**

Approval from the top level of government drives policy design



Chile **Government Laboratory**

Civil servants and designers empathizing with and challenging each other



United Kingdom **Policy Lab**

A diverse team of specialists find solutions to complicated problems



Singapore **Innovation Lab**

Rather than looking for the “right” answer, just keep asking “Why?”



Sweden **Vinnova**

The designer’s role is to align policy and practice



Taiwan **Taiwan Design Research Institute**

Involving citizens in the design process, and creating policy together

2-2. Denmark

A national design center practicing “human-centered” thinking with depth

When asked "who helps you when you need it the most?" Danish people will definitely reply "the government." The Danish Design Center (DDC) is deeply involved in creating policies that empathize closely with citizens. We interviewed the CEO of DDC, Christian Bayson, about their efforts.

Creating a training program with the OECD

DDCはデンマークの国家戦略の策定に、2つの方法で深く関わっている。1つはワークショップやコーチングを通じた、デザインアプローチのスペシャリストやリーダーの育成。特筆すべきはOECD

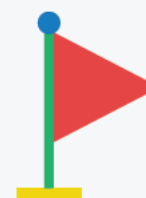
(経済協力開発機構)や世界各国のパートナーと協働して開発した、トレーニングモジュールの作成だ。デザインアプローチの基礎から、創造的な組織づくり、未来予測を行うためのプログラムまで、様々なものが用意されている。

もうひとつは、イノベーションを生み出すための支援。近年は気候変動や循環型経済、デジタル化におけるエシカルデザイン(倫理性を考慮したデザイン)、若者を対象にしたウェルビーイングの推進に注力している。

デンマークは、政策づくりにおいてデザインアプローチを取り入れ、最も成果を挙げている国の一つである。そのドライブと



A non-profit organization founded in 1978. It is 50% owned by the Ministry of Business & Economy, the equivalent of Japan's Ministry of Economy, Trade and Industry.



Approval from the top level of government drives policy design

なっているのが、トップレベルの承認だ。

DDCはデザインアプローチを用いた政策づくりを牽引するが、政府の後ろ盾がなければ難しいとベイソン氏は語る。DDCでは各省庁の事務次官クラスが集まる理事会組織を立ち上げている。そこで資金提供の枠組みをつくるとともに、取り組む政策についても合意を取っているという。

エンジニアから文化人類学者まで

DDCのメンバーはデザイナーを始め、エンジニアや文化人類学、社会学、行動心理学の研究者など、多様な人材で構成されている。イノベーションとデザインの両方に精通した人材を揃えていることが、同組織の強みだ。組織づくりにも特徴がある。例えば、新たなアジェンダに素早く対応するため、リソースの40%を自由な状態に保っているという。



Christian Bason of DDC. He says that a human-centered approach can and should coexist with managerial and technical approaches.

政府や企業はもちろん、市井にもデザインの考え方が根づいているデンマーク。同国では、教育の現場にもデザインのカリキュラムが存在する。その中心にあるのは、「人間中心」だ。人の行動やその裏にある意味、経験を読み解き、人に寄り添うアプローチを指す。人間中心の重要性が叫ばれて久しいが、深いレベルで理解し、実践しているのが、デンマークなのだ。

2-3. United Kingdom

Transforming public services with a “Learning by Doing” ethos

The Policy Lab was established to transform public services. It supports policy-making with a design approach that repeats a cycle of practice and reflection. It differs greatly from conventional policy making, in which sociologists inductively infer causality and economists create deductive hypotheses based on data.

手がけるのは「戦略的デザイン」

ポリシーラボは「公共サービスの改革を行う」という政府の方針のもと、2014年に設立された実験機関だ。当初は10人程度の少人数・低予算でスタートしたチームだったが、現在は社会学、文化人類学、音

楽、グラフィックデザイン、サービスデザイン、産業デザイン、エスノグラフィー、空間計画など、**多様な専門性を持った人材**が所属する。

ポリシーラボが携わった代表的なプロジェクトに「Preventing Homelessness」がある。このプロジェクトで取り組んだのは、失業者の削減だ。短期間で失業を繰り返すホームレスについてエスノグラフィ（行動観察調査）を実施した。調査では、彼らのメンタル面での不安や相互互助のネットワーク不足などに直面。ホームレスになりそうな状況で声を上げやすい環境づくりを目指し、専門チームを立ち上げるまでに至っている。



Established in 2014 within the UK Cabinet Office. Policy Lab is transforming public services with the 3D's "digital, design, and data."



A diverse team of specialists find solutions to complicated problems

これまでにポリシーラボが携わったプロジェクトは130以上。近年は国連との協働を行うなど大規模プロジェクトにも参画し、ニーズは増大しているという。

ポリシーラボが手がけるのは、組織変革や政策立案などの課題に対する**戦略的デザイン**だ。政府の各組織はポリシーラボにコンタクトを取り、政策づくりを協働する。ポリシーラボではユーザーのエスノグラフィなどを通じ、インサイトを探るが、サービスデザインのように最終的なアウトプットまで手がけることは少ない。**政策立案の初期段階において、短期的にプロジェクトに参画**することが多いためである。

探究と実践を繰り返す

2014年以降、イギリスでは多くの省庁で政策づくりの実験的組織が立ち上がっている。一方、ポリシーラボの共同代表で



「Preventing Homelessness」プロジェクトでは、観察の結果生まれた様々なアイデアを実験した。

あるカミラ・ブキャナン氏は、実践を通じて政策立案を行う「**Learning by Doing**」のプロセスがもっと広がっていくべきだと指摘する。政策立案は国策であり、実験的なアプローチを繰り返すことがもともと難しい分野だ。社会課題が複雑化している現代だからこそ、政策デザインの専門組織が探究と実践を繰り返し、解決策を導くことが求められるだろう。

2-4. Sweden

Designing systems that adapt to advancements in technology

Vinnova, the Swedish government's innovation system agency, supports a variety of domestic innovation-generating activities. What are the keys to the future of government? "Adaptability," says Dan Hill, the agency's Director of Strategic Design.

政策と実践の一致

スウェーデンでイノベーション政策を率いる Vinnova は、モビリティから食まで、様々なジャンルで持続可能な発展を目指す社会をデザインするためのプロジェクトを行っている。同庁のストラテジックデザ



Established in 2001. In addition to using a design approach to drive innovative policy, it also invests in startups and other businesses.

イン・ディレクターとして、政策づくりに携わるのがダン・ヒル氏だ。

ヒル氏はこれまでデザイナーとして、携帯電話のデザインから Google for startups のキャンパスやアムステルダムやシドニーの景観デザインまで、幅広く携わってきた。ヒル氏は Vinnova にデザイナーを置く意味を、「**政策と実践を一致させること**」と語る。政策は実践から引き出されたアイデアによってさらに洗練され、改善される。抽象度の高いアイデアをもとに方向性を決定することと、ステークホルダーを巻き込みながら実験を繰り返し改善すること。政策を机上の空論で終わらせたくないためには、この2つを明確に区別すること



The designer's role is to align policy and practice

が重要だと指摘する。

「曖昧さ」を尊重する

Vinnova は政策づくりの中にデザインアプローチを取り入れている。ヒル氏はその特徴を3つ挙げる。1つは「**曖昧さ**」を保持し、尊重すること。明確な解決策が見いだせなくても、スケッチをしたり、プロトタイプをつくることを繰り返して、その糸口を見つけていく。2つ目は、「**統合的思考**」。現代社会における社会問題には様々な要因が絡み合っている。多様なメンバーと協力しながら、複雑に絡み合った情報のつながりを見出し、統合する力が必要とされる。

3つ目は、「**スチュワードシップ** (責任を持って遂行する力)」。建築家が建築現場を何度も訪れるかのように、デザイナーがプロセスを最後まで見届ける。そ



Vinnova develops and publicizes policies through workshops with diverse experts and citizens.

うすることで、立てた政策と実践する政策を一致させていくのだ。

ヒル氏はこれからの行政に必要なキーワードを、「**適応力**」だと考えている。技術の進歩は人々の暮らし方を変えるものであり、都市や行政はそれに対応しなければならない。Vinnova が担うのは、進歩に適応するためのシステムを整え、政府を変革へと導くことなのだ。

2-5. Chile

Creating public innovation with the “spirit of empathy”

The Laboratorio de Gobierno (Government Lab) is at the center of innovation generating policy-making in Chile. Although a strong relationship with the government is required, its position is non-political. Therefore, the organization can continue to operate even after changes in government.

ビジネス成果を目指す組織

ガバメントラボ (Laboratorio de Gobierno) は、チリの財務省に属する、イノベーションの創発を目的とした組織である。多くのイノベーションセンターは数年で活動を終了してしまうが、政府の中枢に位置づけられていることで

継続性が担保されている。

発足当初はオープンコンテストやイベントの実行などのマーケティング的な活動に注力していたが、より重要な課題に取り組むために方法論を一新。デザインの手法を取り入れることで、脱集権化を進めてきた。

現在、**アジャイルコンサルティング**、**パブリックイノベーションネットワーク**、**インデックス**という3つの領域に注力している。素早く改善を繰り返しながらプロジェクトを進める手法を導入し、全国にあるイノベーターたちのネットワークにより学習を体系化することでイノベーションを脱集権化する。そして、インデックスを用いてその効果を測定するといったモデルだ。

ガバメントラボは、**予算にコミットし成果を出**

Laboratorio
de Gobierno



Civil servants and designers empathizing with and challenging each other

すことにもこだわりを持つ。政府のイノベーション政策も必ずビジネスとしてお金が動かなければならないと考えている。組織の発起人であるローマン・ジョセ氏がスイス銀行の投資部門出身であることから、イノベーション政策に費用をかけるのではなく、政府が行う**アクション自体が先進的であるべき**という意志のもとで動いている。

メンバーの服装にまで気を遣う

これまでガバメントラボは、特に社会的注目度が高い問題、例えば貧困や性犯罪といった南米特有の社会課題に取り組んできた。組織には28名のスタッフが所属し、デザイナーを始め多様なキャリアを持った人材が混じり合っている。

ガバメントラボが重視するのは**共感の精神**。公務員とラボのメンバーがともに働くため、互いの姿勢を尊重することで多様な視点から課題解決の糸口を見つけることができる。ラボの



Government Lab has a network that connects roughly 20,000 innovators throughout Chile.

雰囲気やメンバーの服装にも気を遣い、**公務員とデザイナー双方に寄り添う環境**をつくっている。

チリでは政権が変わると政府の仕組みもがらりと変化する。そのため、失敗を恐れずに大胆に取り組む風土がある。チリにとってのイノベーションとは、**とにかく楽しく取り組むこと**、そして既存の仕組みを打破すること。メキシコやコロンビアなど、南米全体でパブリックイノベーションに対する機運の高まりも生まれている。

2-6. Singapore

Innovation Lab is the hub of policy-making in every agency

The Innovation Lab, located under the Singapore's Prime Minister's Office, is an organization that serves as a hub for design policy projects. In Singapore, nearly every ministry and agency has their own innovation lab, numbering at more than 70 in total. The government is working on policy design across the board.

デザイナー特有のスキルはいらない

シンガポールのイノベーションラボは、多くの国家プロジェクトに携わる。代表的な取り組みとしては、行政サービスのポータルサイトである「LifeSG」や「パブリックサービスセンター」の立ち上げが挙げられる。前者はデジタル技術を駆使した国家構



The Innovation Lab is housed in the Public Service Division in the Prime Minister's Office. The website states, "People are our greatest asset."

想である「スマートネーション戦略」の柱として開始された大プロジェクトだ。後者は、複数の行政サービスをワンストップで利用できる物理的なセンターである。いずれのプロジェクトも、市民の暮らしに大きな利便性をもたらした。

イノベーションラボがこうした政策を立案し、実践していく上で最も大切にしているのは、デザインの根底にある「人間中心」の考え方だ。所属する7人のうち、デザイナーは2人。他にデータ分析、プロジェクトマネジメントの専門家が在籍している。

一方、デザインリードのテオ・リンヨウ氏は、チームの中にデザインの専門家を置くことは必要だが、**政策デザインにデザイナー**



Rather than looking for the “right” answer, just keep asking “Why?”

特有のスキルはいらないと話す。デザインの知識や経験を持たないメンバーも、チームでプロジェクトを進める中で、徐々にデザインの根底にある意味や価値を理解できるようになり、デザインアプローチを身につけることができるという。

ユーザーの立場を理解する

テオ氏は、これまでの政策立案に欠如しているのは、「理由を問うこと」だと考えている。シンガポールの学校教育の中心は、旧来的な正解を追い続ける考え方だ。行政府のメンバーが、この数十年で起きた急速な社会の変化に対応できておらず、その結果、政策の受け取り手のニーズを理解することが難しくなっているという。質の高い政策づくりのために、行政職員が市民や企業をもっと理解し、彼らが政策立案に関与する機会を増やさなければならない、



The Public Service Center also has an "eLobby" with 24-hour access to the services of seven major government agencies.

とテオ氏は話す。

人々の幸福な暮らしを追求したいという目標は、市民や企業、政治家や行政職員に共通だ。違うのは、立場や実現方法だとテオ氏は言う。イノベーションラボの役割は、それぞれの違いを把握しながら、**ユーザー（政策の受け取り手）の立場を理解し、統合的な政策立案につなげる**こと。そのための鍵がデザインであり、「なぜ？」を常に問い続けることなのだ。

2-7. Taiwan

The Taiwan Design Research Institute collaborating with media to bring in internal and external stakeholders

The Taiwan Design Research Institute (TDRI) plays a central role in policy design in Taiwan. TDRI received awards for its school campus renovation project. Since then, they have worked to spread the effectiveness of design to government and citizens alike.

変化を生み出す、開かれた組織

TDRIは半官半民の組織で、デザイナーや金融のプロ、技術者など、多様性に富んだ人材で構成されている。

TDRIの代表的な取り組みとして、全土の学校環境をリノベーションする「學美・美

學プロジェクト」が挙げられる。

同プロジェクトでは公募で選ばれた学校が、TDRIとともに学校改修を行っている。主体はTDRIやデザイナーではなく、教師と生徒。デザインのレクチャーが行われた後、先生と生徒がTDRIの企画したワークショップを通じ、どのようなデザインが必要かを議論し、プランを作成する。校舎の改修に留まらず、プロセス自体が生徒の美的感覚を養う学びの場となっている。

写真と映像でプロジェクトを記録

本プロジェクトの興味深い点は、メディアとの協働である。影響力の大きいメディアの編集長が長期的なパートナーとして、



Involving citizens in the design process, and creating policy together

プロジェクトへ参画。教員や学長へのインタビューを行い、映像や写真を多く撮影し、プロジェクトを記録に収めることを重視した。その結果、これまでとの違いが目に見えるものとなり、組織内外に変化が起きていった。

最初のプロジェクトでキャンパスのインフラを手がけたことの利点は、デザイナーがもたらす貢献が目に見える形で示されたことだったとTDRIプロジェクトマネジャーの程少鴻氏は語る。教育省では、デザインアプローチのもつポテンシャルが認識されるようになり、彼ら自身の政策立案にも取り入れられた。結果として、**デザインに対して割かれるリソースはこの3年で3倍に増加した**。一方、TDRIではデザインのもつ本質的な価値は、どのような機関の政策立案に対しても有効であると捉えられるようになった。



In the "Design Movement on Campus" project, teachers and students were involved in the renovation plans and collaborated with TDRI.

こうしたプロジェクトの成功の背景には、**トップダウン**による意思決定もある。TDRI設立当初、台湾ではパブリックセクターの案件に制約が多く、デザイナーにも敬遠されがちだったという。そこでTDRIが働きかけ、トップダウンで**デザイナーが協働しやすいルールを整備**。以降、ウォーターフォール型のアプローチから、**アジャイル**で漸進的なアプローチでプロジェクトを進行できるようになっている。

研 設 台
究 計 灣
院
TAIWAN
DESIGN RESEARCH INSTITUTE

3-1. How are different regions implementing design policy?

JAPAN+D examined six different regions. JAPAN+D is taking on the challenge of combining the best parts of these regions and developing them in Japan at speed.

① Researching and learning from other countries



Chile

Presumption: Design is implemented from a top-down approach.

Implementation Strategy: Learn from leading cases from other countries and implement them in a top-down manner.

Challenge for JAPAN+D: Build a network with overseas policy design experts to gain knowledge. Develop domestic capabilities by learning from project successes and failures in other countries.

② Accumulate Success Stories



Singapore

Taiwan

Presumption: The value of design is felt by one organization, and design projects spread from there.

Implementation Strategy: By creating successful examples, other organizations will recognize the value of design and will become easy to engage.

Challenge for JAPAN+D: Create successful examples of policy design projects. Disseminate this information and create user empathy.

③ Widespread Promotion, All at Once



Denmark



United Kingdom

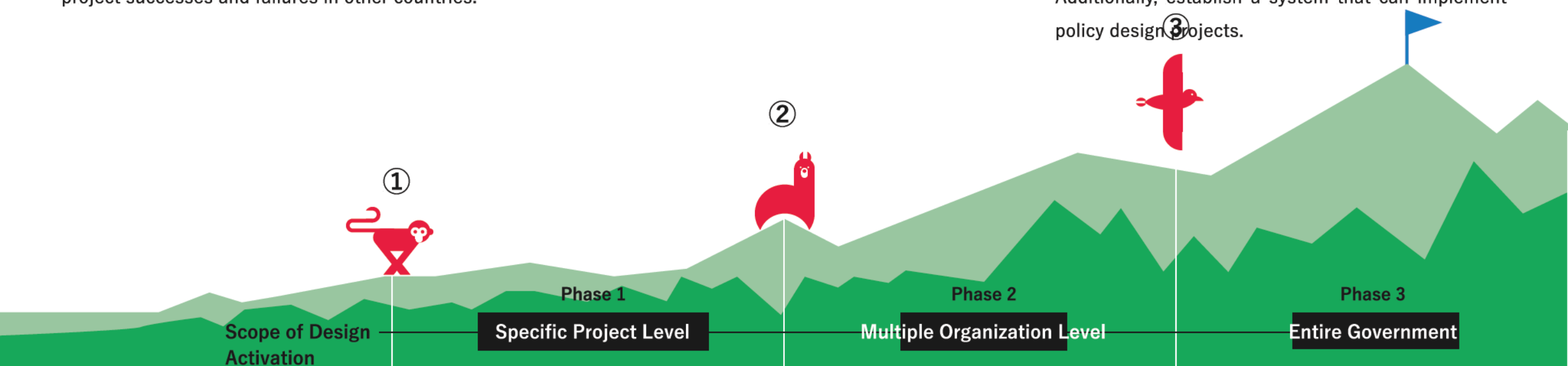


Sweden

Presumption: An understanding of the meaning of design and its value in the broadest sense is felt by the entire population through public education.

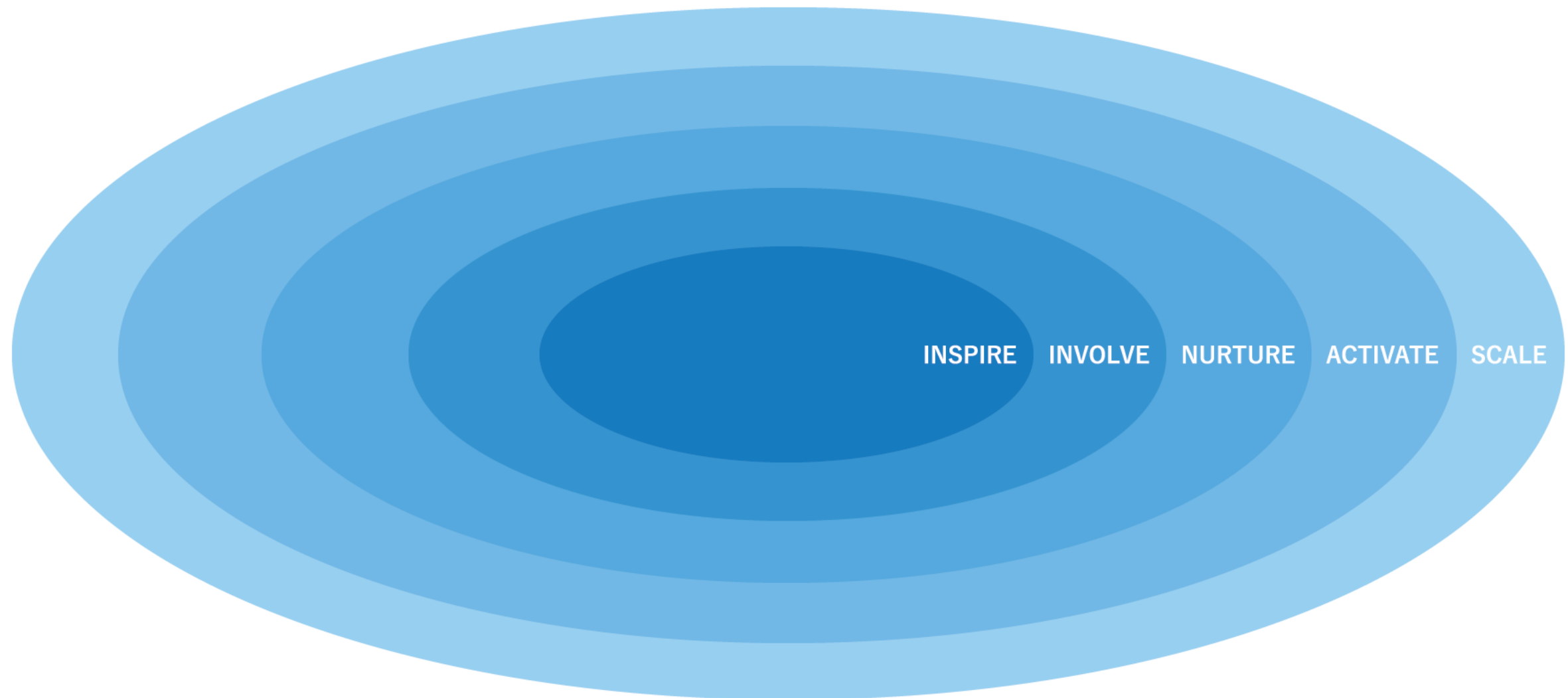
Implementation Strategy: Incorporate a project-based design approach through a government-approved professional organization.

Challenge for JAPAN+D: To create a government-approved organization specializing in policy design. Additionally, establish a system that can implement policy design projects.



3-2. What is the implementation process?

Where should policy design begin? We created this image based on our research. For organizations with many people who understand the design approach, it is not always necessary to start at the beginning of this process.



1. INSPIRE

A small group of members learn about the value of the design approach and begin to communicate that value to other members and the organization as a whole.

2. INVOLVE

To accelerate policy design, involvement and collaboration of new stakeholders, including external talent and partnerships with other organizations, is sparked.

3. NURTURE

Successful policy design experiences are shared with other members. Members learn to practice policy design and encourage the use of a design approach.

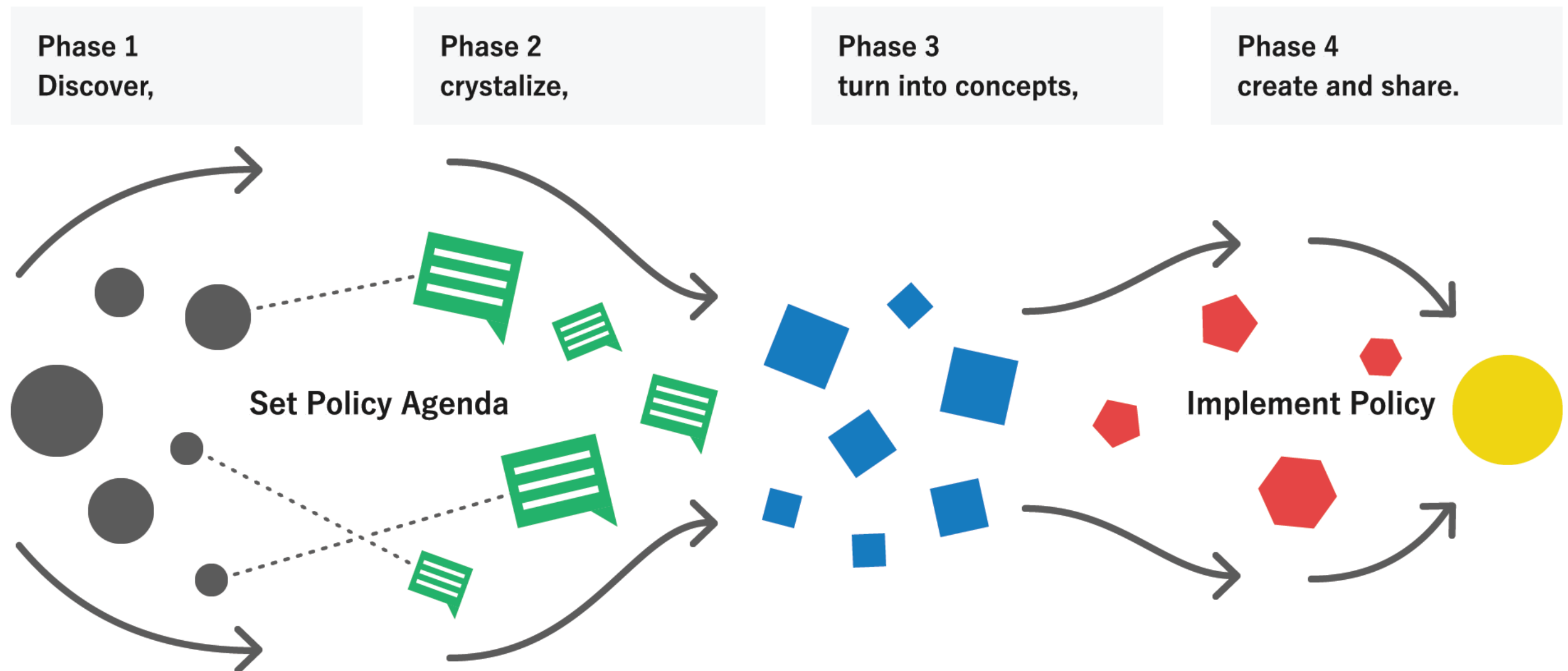
4. ACTIVATE

New members who have learned the design approach practice policy design. Recognition of the power of the design approach spreads.

5. SCALE Through understanding and practical experience, policy design becomes an established process throughout the organization, and its positive impact grows exponentially.

3-3. What is the key to advancing the design approach?

Empathize with each user and delve deeply into their needs. The key is to test the ideas gained from this process on users and implement them in society while repeatedly making improvements.



Start with discomfort and doubt

Instead of looking for answer to issues that have already been set, start by asking questions based on the discomfort or doubt felt by staff members.

Look from the perspective of individuals

Rather than formulating and verifying hypotheses to solve social issues from a macro perspective, we take on the perspective of individual users we aim to help and dive deeply into their specific issues and needs.

Co-creation with users

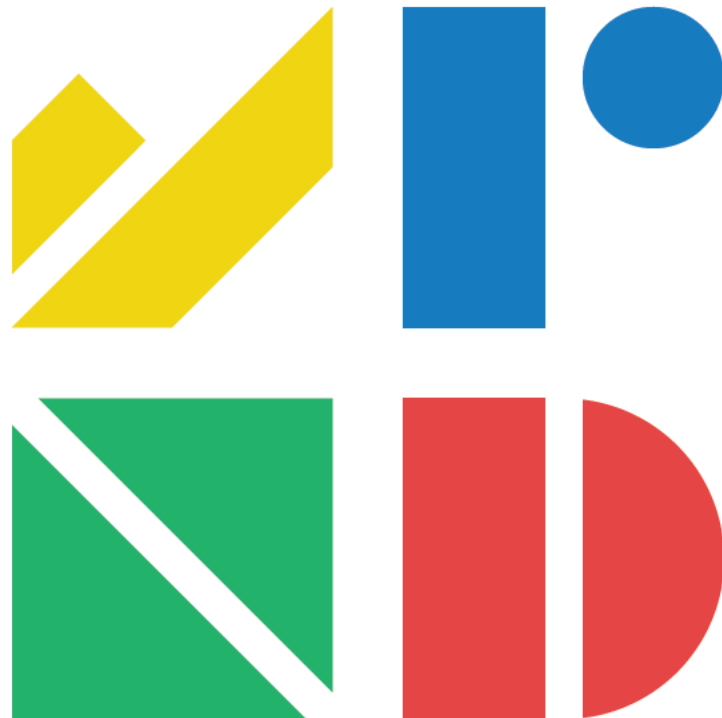
Rather than formulating and implementing policies inside the government or with a few experts only, ideas are conceived and conceptualized together with actual users.

Test and improve

Have users try out prototypes (prototypes of services), and then use the feedback received to further refine the prototypes to be implemented.

4-1. The future JAPAN+D hopes to create

JAPAN+D has established the following mission (the ideal society we aspire for) and values (our action guidelines).



Mission

To incorporate a design approach into Japan's administration to realize citizen-friendly, more thoughtful government policy.



Values

- Explore** We expand beyond conventional frames and explore issues from a future-oriented perspective
- Question** We formulate essential questions through in-depth user research
- Co-Create** We respect diverse values to co-create with our colleagues and partners
- Improve** We proactively challenge new improvements, even when the issues cross ministry boundaries
- Implement** We create and deliver policies that empathize with each citizen

4-2. JAPAN+D Members

In March 2022, the "JAPAN+D Project" was launched by forming a team of volunteer METI employees in their 20s and 30s. The team will be expanded beyond METI to include members from other ministries and agencies. We will also accelerate our activities through the creation of communities that are active in a variety of areas.

Project Members

*In alphabetical order

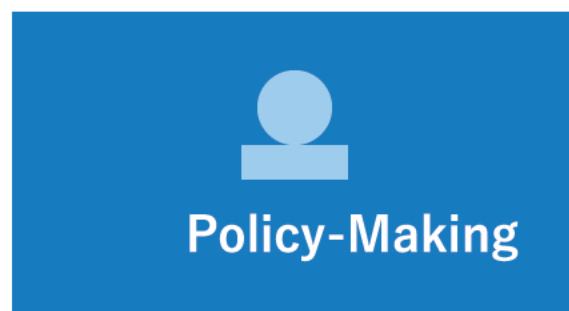
 Fumiaki Ebihara #sky #humantalent #artstudents	 Dai Habata #design #local #expo #camp	 Eriko Hanntani #design #fukuoka #regional #researchanddevelopment #diversity	 Aya Hanzawa #design #artstudents #global	 Takashi Harada #design #intellectualproperty
 Hiroshi Harakawa #productdesign #designrights #policydesign #artstudents	 Naoki Hashimoto #design #intellectualproperty #socialinnovation #cooljapan	 Daisuke Hirota #agilepolicycreation? #designingpolicyresearch #reiwakiheitai	 Yuji Iida #workstylereform #teaming	 Waka Itagaki #socialinnovation #DX #global #mirasapoplus
 Takuya Kikuchi #design #art #humantalent #intellectualproperty #interdisciplinary	 Ryosei Mizuguchi #design #artstudents #publicrelations #scienceandtechnology #worldexpo #startup	 Yuka Nakagawa #design #happy #human #diversity	 Shingo Nakano #operationalreform #solingsocialproblems #policycreationbreakthrough	 Atsuko Nishigaki #design #diversity #intellectualproperty #worklifebalance
 Kazuki Numamoto #design #innovation #airmobility #education #organdpersonality	 Kyuichiro Sano #digital #operationalreform #web3.0 #innovation #DJ #ILoveToyama	 Kenjiro Taniguchi #policydesign #policyinnovation #cocreation	 Arisa Toujou #newperspective #promotingexcitement #smallbusiness	 Saki Uchida #hiringandorganizationaldev elopment #empoweringwomen #globa #bridgingpublicandprivate
 Tatsuro Utsugi #value #valuedesign #rerenaissancesociety #startingfromme #humanity	 Ryo Watanabe #operationalreform #internationalcooperation #smallbusiness	 Yudai Yanagi #workwithexcitement #intellectualproperty	 Yasuhiro Yoshikawa #circulareconomy #reiwa #energyconservation #smallbusinesswhitepaper	 Hiroki Yoshida #govtech #architecture #servicedesign

Community *In alphabetical order

 Takashi Asanuma #contributor #digitalagency #design #digital	 Shunsuke Ishikawa #partner #KESIKI #design #innovation	 Fumiko Ichikawa #contributor #RE:PUBLIC #design #local	 Masahiro Kunieda #partner #KESIKI #design #meaningfulness	 Takao Kunori #partner #KESIKI #design #narrative
 Chika Masuda #partner #AIS #design #research	 Sean McKelvey #partner #KESIKI #design #human-centered	 Kinya Tagawa #contributor #Takram #design #engineering		

4-3. JAPAN+D's actions

JAPAN+D aims to realize citizen-friendly policies through "policy making," "organization building," and "building a network."

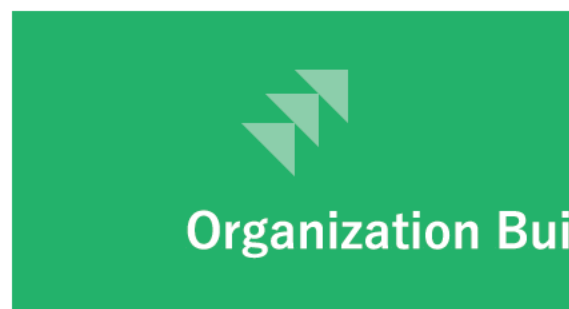


Introducing New Policy-Making Processes

- 👤 We challenge ourselves to introduce design approach methods into the policy-making process to realize thoughtful policies

Accumulating and Sharing Knowledge

- 👤 We accumulate, disseminate, and share the knowledge and experience gained through practice throughout our organization



Establishing a Policy Design Implementation Team

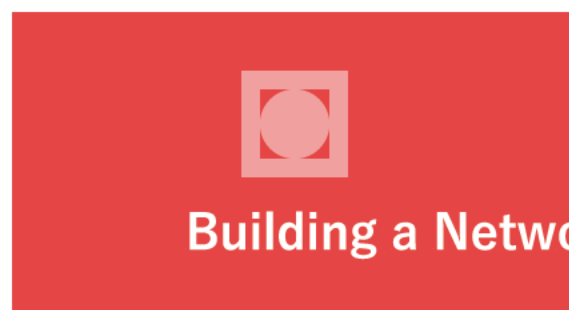
- To promote the introduction of a design approach into policy, we will establish a cross-sectional organization by recruiting motivated members within the Ministry

Appointing External Personnel to Support the Introduction of Design

- We will appoint external design personnel to the Ministry who can engage in dialogue, and help introduce a design approach into policy making

Implementing Policy Design Education

- We will introduce educational programs to cultivate government officials who can empathize with diverse perspectives and understand how to implement a design approach into policy-making and policy-delivery processes



Making Partnerships Domestically

- 🏢 We will formulate and expand a community of designers, companies, local governments, and ministries interested in introducing design approaches into government, and create new Japanese policy-making and policy-delivery processes

Making Partnerships Overseas

- 🏢 We will build relationships with overseas governments and institutions involved in policy design to share knowledge and experience with these organizations from around the world that are taking on the challenge of policy design





Research results on policy design in government

English Interview Summaries

Fiscal year 2021-2022

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Research Overview

Time: December 2021 - February 2022

Method: Online (Zoom, Teams)

Interviewee Countries: Denmark, Chile, Taiwan, UK, Sweden and Singapore

Interviewers: Inoue Takuo, Esben Groendal, Masuda Chikako

Sune Knudsen

COO, Danish Design Center

Analysis Comments in Orange

Action Point

- * Consider what is needed and what is possible in terms of political backing, when setting up the policy design initiative
- * Be sure to create an atmosphere of action
- * Think beyond the current team structure, and envision a community of the future.

Trained as historian and has worked as army intelligence officer and political scientist. Has worked in MindLab as a project manager, and then changed jobs to head of innovation and strategy and the ministry of employment. Worked on inducing innovation and design into new and existing policy. Has worked at DDC for 7 years.

The ministries were interested in how to “wrap their minds around” user-centricity and innovation. **It is interesting how this seems to be common, yet hard to do - moving from intellectually understanding the need for something, and translating it into your own action.**

Sune talked about a project where they had a register of Danish businesses, based on an EU data format. But one third of registrations were wrong, and took longer than it was supposed to to register. Together with Mindlab, they went in qualitatively to understand what went wrong, so they could innovate the registration system.

Trust is a big part of why that project went well, even though there were many stakeholders. That trust, Sune reckons, stems from the fact that there were no outsiders. Everyone, including Mindlab, were public servants. That's a huge advantage.

Doing innovation in government necessarily entails kicking up dust in the power hierarchy, because everyone has their own political agenda. However, with Mindlab, they had an advantage in the fact that their board included permanent secretaries in different ministries. From this, Sune made the point about how important it is to consider the level of involvement necessary to achieve the goals of the policy design initiative.

People who worked at Mindlab started changing jobs into the other ministries, and they began acting as translating mechanisms. They also worked deliberately on building a network across government.

Working in projects can be good to create cases, and build a business case for the lab in general. But if the impact should be strategic, the work should reach and be understood by people higher up, fairly early on. The team needed in the start, should be designers who are well-versed in policy, who can effectively work with policy-expert teams.

Professionalism is a work in process.

The DDC inherited the idea and legacy of Mindlab.

At the DDC they work mission-based (see Mariana Mazzucato, Mission Economy: A Moonshot Guide to Changing Capitalism)

It is important to stress, that the lab is not the end in itself. Instead focus should be what the lab can enable in terms of outcomes.

You can start out introducing change in a safe environment, and avoid the big flashy, public commitment. Prototyping and testing is crucial here, and even the DDC is only still trying to do it. Prototypes create safe spaces if they are done right.

Christian Bason

CEO, Danish Design Center

Bason mentions two traditional paradigms for how change has happened, Managerial and Technological. A third paradigm, which is human-driven, is focussing on markets in terms of users (consumers, citizens etc) and recognizes a wider set of knowledge and behavior.

It is important to understand that the human-driven approach can not stand alone, and is instead augmenting the two others. This goes for both public and private contexts.

It takes time to embed a human-approach and a lot of work. Concretely it requires different starting points, different teams and different professions ("softer ones" such as design, liberal arts etc).

The DDC works with how Denmark addresses innovation and creation. Fx a national strategy for creative industries. They work with coaching officials in design and help them work better with creative industries. **(enablement)** Coaching and executive training in general, is modular and builds up competency and understanding of design. **Particularly relevant here is the building of tools, which help civil servants work in new ways.** They also provide org. design advice to build teams and labs*.

They work with missions around long-term targets, and then cultivate an eco-system** which can be mobilized. **(working collaboratively outside government)**

For their work within ethical design, they have developed a labeling solution they call the D-Mark to put on solutions. This is a way to make their vision tangible and something that people can gather behind.

Mindlab was inside government (the ministry of economy) and so was closer to decisions. DDC is independent, yet funded by the government.

Action Point

* What can Team D do in terms of building out a unit internally?

** Map ecosystem close to Team D to understand where they can effect change

There is a growth in understanding and scaling - driven by service design and digital solutions in governments around the world. Many teams are directly embedded in government, which is very important. This gives them power, speed and impact.

But this highlights the crucial point of how a team **can** be embedded. He's worked on a 10-year review of how teams negotiate fit and staying power. This is also related to a point about going beyond the lab, and actually redesigning policy.

One of their insights was that innovation teams are vulnerable to structural change.

The Danish journey has been characterized by a good starting point, and the understanding of design has gone hand in hand with deployment of digital solutions. There has been a boom in awareness, but it has sort of plateaued right now. It was more action-oriented in Mindlab, and DDC has less access to on-going policy making. He mentions 3rd places as places of collaboration, which can bridge the gap.

In terms of skills, the need for digital literacy is huge across government. This should be combined with skills in policy making which are boundary spanning and can look across government (just like the user does). It is few people who can span from innovation to government mindset, but that is exactly the hybrid governments need. He also highlighted again the softer skills such as strategy, professionalism, social skills and communication skills, as being crucial to actual implementing change on the ground.

Another critical “skill” for civil servants, is the ability or courage to reach outside of government for help, and work with new perspectives. This rests on strong governance. In Mindlab, they had a strong mandate from their board, which was populated by different ministries who could then easily ask for help. **This requires social intelligence, and basic likability and ease of collaboration on the part of the innovation team***.**

They make sure to have 40% of their time throughout the year free to be flexible and agile.

In order to bridge the divide between what the innovation team can contribute with, and what the politicians need, it is important to make the common ground clear. Common ground is often that

Action Point

*** Be aware of how design is introduced, by whom and in what setting. Design as a way of working needs to take into consideration how people approach their work to begin with.

people want to see the same kind of change. This can then be followed up with work that connects the senior manager or politicians’ work with the lives of citizens. In Mindlab they had good experience with this, as it really opened the eyes of stakeholders.

He later made a point about how, when they approach companies and fx train CEOs, they talk to them as humans, and **keep in mind that government offices and private companies are fundamentally run by humans.**

This insight requires a lot of professionalism to execute on probably.

Japan has the ambition to improve, is very professional and dedicated, there is humility around problems and an open-mindedness to new ideas. There is also a great history of design and aesthetics.

But all of this has not come into play in the digitization of government, and this is where the challenge and opportunity lies for Japan.

DK has so far been better or faster at bridging the divide between design and improvement in traditional fields, with the new opportunities of digital.

In Japan, top level backing is needed to provide focus, legitimacy and urgency. This can then be combined with perspectives outside of government. And then it should be made easy to change.

Countries that could be good to look at is Norway and UAE too.

Dr. Camilla Buchanan

Co-Head of Lab, Policy Lab UK

Analysis Comments in Orange

Was set up in 2014 based on some ongoing reforms of the civil service, but also pressures from fx Design Council around the government needing to have design capability. Projects lasting 4-6 months. Started out spreading the word through free speaking engagements etc. They needed to do this in order to get the word out on what they could offer different departments.

People on the team are increasingly T-shaped, with especially younger people coming with varied design-related backgrounds not wanting to be defined by one title.

Working with people is in the DNA of design. Their capacity to work with and understand people as a lab, is a big part of why people contact them. But design in general is all about people, visualizing things and clear processes. People is a sort of starting point, because civil servants are beginning to understand they need to be people-/user-centered.

They work with strategic design, which means they work on questions of policy and of organizational change. Less with concrete services, as these are further down the chain. This creates a need for them to be clear about hand-off of projects.

They work as a consultancy, having to cover their own costs.

Two buckets: 1) tools and 2) environment that sustains design work (team, freedom, common language of design process)

Demand isn't drying up, because there is an overall shift towards user-centered design and innovation, driven by very visible initiatives like GDS.

They work in a designy manner on bits of policy. Camilla points out that true learning-by-doing isn't happening consistently downstream from the policy work.

Camilla reminds us of the important distance between policy and citizens, and how many steps have to be taken in between. On this continuum, Policy Lab sits, with projects reaching more or less into delivery.

She refers to the fact that design seems to be something everyone can do, although few expects non-statisticians to do statistics very well. So design is not being taken sufficiently seriously. **This is a communications-skills problem on the part of design teams in general, which perhaps can only be relegated through confidence and humility in how real work and results are presented.**

Relating to digital, it depends on the kind of project they do. Digital is a big part of their tool box, especially during the pandemic. Whether the policy questions they tackle end up requiring a digital answer, depends on a lot of different factors.

1. What is the difference between policy approached through design, and more traditional policy development?

The difference comes down to what design can do, as noted about in relation to people centricity, visualization etc.

2. How do you choose between projects suggested to you?

They have project criteria (impact innovation fx)

Action Point

- * Identifying the continuum/system in which the lab will be running, is crucial to aim at the right projects.

2. What are the current points of contention, challenge or breakthrough in the policy design community globally?

A lot of development around design in government and strategic design, with a whole global ecosystem (courses feeding people into every sector) emerging.

Looking ahead, Camilla recognizes ethics as a challenge, because they are existing within a government system, and has to adhere to that. But it's a dilemma to declare one's ethics, and then speak up with the risk of then not being asked again in the future. But in the case of Policy Lab, she believes design is "in" and can start to make bolder statements around some of the bigger issues in the world like climate. It's less about proving oneself now, since they've already done a lot of great and impactful work, and more about finding out how to move from smaller team doing high impact narrow focussed work, to high impact broad focus work.

Similar to Roman in Chile, Camilla aims for a spot closer to fundamental decisions processes like spending review processes.

Roman Yosif

Executive Director, Laboratorio del Gobierno

Roman worked in finance at a Swiss Bank in Mexico, after finishing a degree in business administration. He then co-founded two companies, before applying on a whim to join the GovLab. His main motivation was that capitalism is opposed to democracy, because big finance in particular is governed by a lot of dark processes. Democracy, on the other hand, requires transparency.

When he read about the government wanting to do innovation in 2014, he thought it sounded amazing, because government is usually associated with stability and the status quo, whereas innovation is all about flexibility and agility.

Action Point

- * Look critically at what doesn't work and apply first principles-thinking to create a new path
- * Take a radical action-oriented approach.

He is politically uninvolved, so that's maybe why he has been able to stay on.

He finds that government improvises a lot, which can be a good thing, but mostly it's part of the problem around why things don't evolve. Instead, to better evolve you need methodologies and processes. They spent the first four months designing their first methodology.

He has been executive director since 2019. At that point, he saw that they didn't have very much importance internally, so they analyzed their past work critical during a one week internal workshop and look at why they hadn't had any results.

They arrived at 5 points

1. Public innovation needs to be at the center - they were under the ministry of economics at that time. (since then they have moved to be under the president's office, and are currently in the process of moving to the ministry of finance, in order to have a bigger influence over how money is spent)
2. Public labs must be at center of important public challenges - so they changed their methodology. (He noted that many gov labs and initiatives fail after 3 years because they don't provide any concrete results, it's mostly a PR stunt in many cases)
3. You need a clear business model(s) - they implemented a strategy of decentralisation, in order to maximise how their own limited resources were used. They have three main services: agile consulting, innovation network and an index. It's holistic and complete, because with agile you create change, with the network you systematize learning open it up to decentralize. The index then measure institutional capacity in the state every year to innovate. (Roman mentions how they are running on half the budget of what they had available 4 years ago. They achieved this by figuring out that they require less, and focus more on making a good team)
4. You don't need to transfer more money to incentivize innovation - use existing budgets to innovate, by showing how this can be done. Roman underlined how they have a powerful argument when making their case, in that they are not an external consultancy, they are public servants working for a common cause, and can leave again once the problem is fixed. This contrasts with the role of private consultancies, who need to come back again and again to make a new sale. Roman mused that they don't charge money, they charge political commitment in a way private consultancies can't. They ask the ministries they are helping, to allocate time of their civil servants to be part of the team. That's why Roman sees his role as being very politically dependent.

- Need a team and a strategy that are close to administration, but need to be fundamentally apolitical in their work. This helps them with continuity.

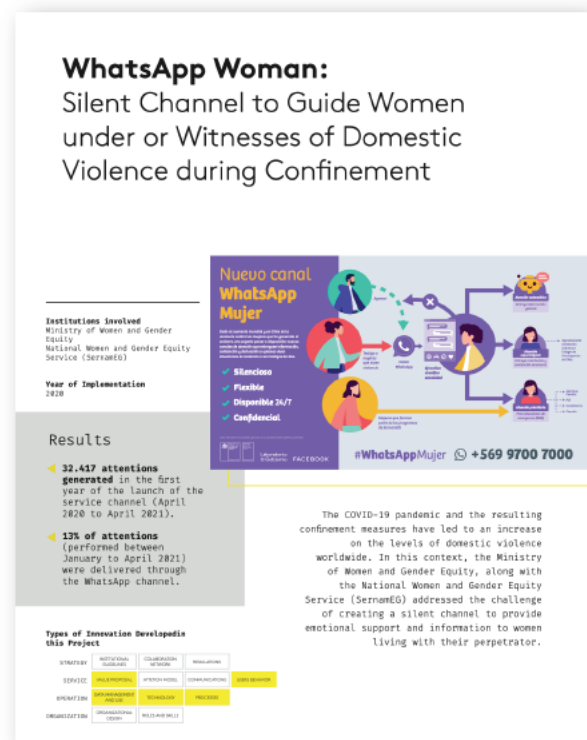
The team is grounded in diversity. Diversity in background, culture, gender and political beliefs. Roman referenced this as good practice from successful companies like Google, Apple etc. (This hints at their ability to identify what works, and implementing it in the name of their cause, without overthinking or embellishment.)

They work through iteration, clear governance and maintain a strong focus on implementation. Roman points out (similarly to Christian Bason's Mindlab experience) the importance of having spare hours to be swift and reactive instead of over committing. They want to be a do-tank, not a think-tank.

Roman pointed out that you can define important projects across many different parameters, but he highlighted a project around violence against women, and one about unemployment subsidies as being particularly impactful.



Different Angle: The Experience of Agile (p 54)



Different Angle: The Experience of Agile (p 70)

The biggest one is the public innovators network - the client is the network itself. The one with the biggest impact is the agile service, and in terms of long-term capacities, the index is the most important, because it helps organizations get better at their own innovation capacities.

Public-public Collaboration is difficult because of the siloes (public issues are not in silos, but public response is in silos!). They work by clearly defining governance and maintain Project Managers on both sides, so projects can be followed through and grown into the organization. They try to get many people involved in the process for deeper integration too. They try to create an atmosphere of innovation.

They are also increasingly aware of the culture they are working into. Fx by being more empathic around the clothing they wear and their attitude. In the beginning they were more hipster-designers, but lately have consciously shifted to suits and ties to match the people they are trying to help.

They work hard to show that change can happen, and take ideas into action. And also show intermediary results.

They try to push people to active change from the first workshop, instead of presenting all the theory of design and innovation. Lack of implementation is in Roman's opinion part of the problem.

Q: How to get public servants to adopt design mindsets in their work?

A: Making people feel that they can effect change, not simply do design tools and stop. It has to be practical and feel real.

They have been looking to GDS for digitalisation. Singapore, South Korea for AI... and then Latin America for social innovation, Mexico, Chile and Colombia for example. But public innovation is only at 10% of what it could be, and Chile is making a good case for how it should be.

Their plans for the future include moving into the ministry of finance. The passed two laws in congress to have that change realized.

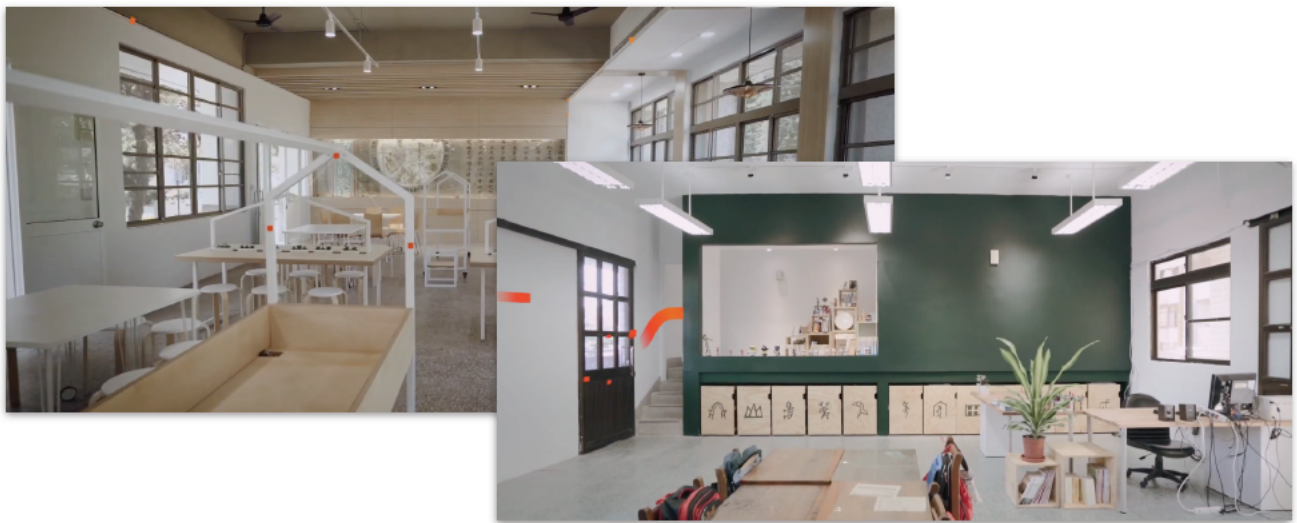
Shao-Hung Cheng

Project Manager at Taiwan Design Research Institute

Analysis Comments in Orange

Hung identifies as project manager, and works to improve project management processes.

Worked on a project to let designers redesign a college campus. Very visual and comprehensive overhaul.



Screenshots from YouTube video showing the “Design Movement on Campus” project.
<https://www.youtube.com/watch?v=dST2G7-tCPU> (2019)

They did a shared process with the media, had an editor of education news as their partner. He saw a dilemma in design within democracy, where democracy needs quick and visible results. The politicians need the public to quickly recognize value. **Comment: This hidden mechanism of design procurement could play a big role in why it is hard to put design in play in less visual contexts like services.** Related to this point, it was highlighted later, that it is important to make people see an outcome in a short time - quick wins, if you will. In order to for decision makers to understand that design matters. Otherwise it gets bogged down in proces. Being able to show that design matters, influences how resources are spent in the future too.

Hung finds that designers have a hard time in government because of all the rules and regulation. They got an approval to work around the rules.

Comment: This is an approach often seen in policy innovation, where rules are bent for a specific region or a period of time, to test if new ways of doing things might work better. In Denmark for example, a lot of progress has been made with “pilot municipalities”, where municipalities can apply for waivers of particular policies so they can work in new ways.

Design allowed them to move from a traditional waterfall approach, to more incremental change. Working on basic requirements. **Comment: There is a case in the Netherlands, where a design agency was brought in to help the government write project scope and requirements, to ensure that there was a citizen-focus at the core.**

Hung found that civil servants were open to the new approach, but people on the ground who had to change their way of working were more negative. He also highlighted the point of managing stakeholders. Designers bring empathy and an end-user perspective through fx user stories.

Comment: Remembering that policy affects many different kind of people in different ways, and managing that through understanding and visualization, might be said to be a key role that design can play.

There aren't many designers in government in Taiwan in Hung's view, because change has to come from the top down. **Comment: It felt more or less implied here, that designers work more bottom-up in their approach to gathering facts and stories from the ground.**

But on the other hand, he said that design thinking could be complementary to more traditional expert judgement in policy making. Not necessarily a question of either or.

Dan Hill

Director of Strategic Design, Vinnova

Analysis Comments in Orange

Action Point

- * Maintain a clear separation between high level, and low level discussion, in order to move forward in a structured manner
- * Visualize the relevant system, and work at it methodically

Dan has a background in digital, but has moved between many roles within strategic design and government including in one of the first such labs in Helsinki. He sees a common thread in his work as being about crossing boundaries (which in his words are mostly legacies and assumptions - this implies are deep systems understanding).

To approach issues through a systems lens, requires that people realize how different areas of life affects others (buildings influence health etc.)

The work by starting out with a statement of the issue - climate change, for example. From there they draw out everyone and everything connected around this. They then do what they call “the system in a room”, where stakeholders work together. In doing this, they “pull in the system” from the beginning, and so scalability is baked in as a consequence of this.

“My role as a designer is recognizing that policy and practice have to fit together, that the best policies are refined by ideas drawn from practice.” - Dan Hill

They know the reasons to act, and they have targets to go towards. They also have tools and methods, so all they need is to take action. This creates the environment that they have to act within, and also have discussions within. **They work mission-oriented innovation, just like the Danish Design Center is trying to.** And they do this not in a technical way, but in a social innovation focussed way.

Dan points out the same distance between high level decisions and low level decisions, as Camilla did. He points out that the directions are set at the high level, so it's down on a lower level that experiments can be undertaken with multiple stakeholders working together. They are very clear in separating the two levels, so they don't end up with a highly abstract idea into a detailed conversations. **This might be a big issue for Japan in general, where abstract conversations can tend to derail focus from hands-on problem solving.**

In talking about leading the process around change, Dan talks about having confidence in setting the direction based on the reasons and the targets mentioned above, and then going into it with humility. This means for example, that they take care to “flatten hierarchies” and use simple language and tools to drive conversation. They serve good food and coffee, they go for walks.

He highlights different qualities of design. One is the ability **to hold ambiguity**, and work towards synthesis of information through sketching and prototyping. Another is **integrative thinking**, where sense can be made of different connections in a system. A third one is **stewardship**, where the designer sees the process through to the end, like an architect visiting the building site many times.

Dan sees **adaption** as a keyword for government going forward. He highlights Japanese building codes, and how they have sped up the “metabolism” of the city. Technological advancements change how people live, and cities and governments should be able to respond to that.

“So my job again, usually in government is to look very carefully at the changing things. And then we figure out as we through our projects, how do we use our systems to explore that change.”

By working systematically, systemically and strategically, they can leverage the existing scale of systems like roads.

Working systemically is all about creating an overview of the system, and keeping the overview. Initiating change and experiments where it makes sense, and then being prepared to scale working solutions. **Pulling government closer to the change** is a way he summarizes what a new way of working implies.

Just like Roman and the team in Chile, they insist on workshops being very focussed and action-oriented. This means specifically that workshop goals and participants are very carefully vetted. A workshop takes a lot of preparation, because it has a huge role to play. When workshops are done right, they contribute richly to the success of a project, and they are the antithesis to shared Word-docs and PowerPoints where policy tend to happen. After workshops, they put a lot of work into testing and reframing, looking at case studies etc.

To identify what to work with, they look for for example “pulls from society”, which are small signals that something is interesting or happening. Then they examine the context in which it is happening, and for this they talk about **typologies**. For example, no school is the same, but all have school-like qualities. Often times, foundational layers are common like “skills and capabilities, financing, policy, law, data and code”. They can the break out a change over the different layers, and invite relevant parties to contribute their perspective. They did this with a road intervention, where a government agency was invited who otherwise never participate in such projects. But because they were there, the ability to scale the idea become so much more realistic from the beginning.

Teo Linyou

Principal Design Lead, Innovation Lab
Public Service Division, Prime Minister's Office

Analysis Comments in Orange

Main Points

- * Focus on building network capacity, not a single team
- * The key to success is not to get more designers, but to embed an understanding of, and curiosity towards users.

They are 7 people in the Innolab. The way they work is by starting with the why of transformation when explaining what they do to the people affected. The world is changing, and there will appear new and better ways to serve citizens. This is the clear, common goal that drives them. **Dan Hill at Vinnova for example also talked about having a common understanding of what the purpose is.**

A big driver of the need for change are the new technology and new business models in the private sector, and this creates new expectations of the public sector as well. Singapore has manpower and budget constraints like other developed countries, as well as an aging population. All this comes together to press the government to figure out how to do things more efficiently and effectively.

The value of design is to understand multiple perspectives in an increasingly complex world. This means understanding the problems that policies are supposed to solve and improve quality of decisions. The real issue is about understanding the problem and the user.

What's lacking in traditional policy making is the why. Traditional schooling discourages asking 'why'. This has led to less engagement with users, and they emphasize with new project teams, that they have to be on the ground. **This point is a lot like the focus of other labs, which encourages a physical "getting closer to" users.**

InnoLab tries to understand staff concerns, instead of just telling them what they should do.

Many civil servants understand that they need to talk to users, and are motivated to do so. But other are 'scared of users' in the sense that if they engage and ask users' opinion on the public sector, they get a lot of negativity. InnoLab facilitates these encounters, and they find that citizens who complain turn out to be happy that there is an outlet and to feel that government listens.

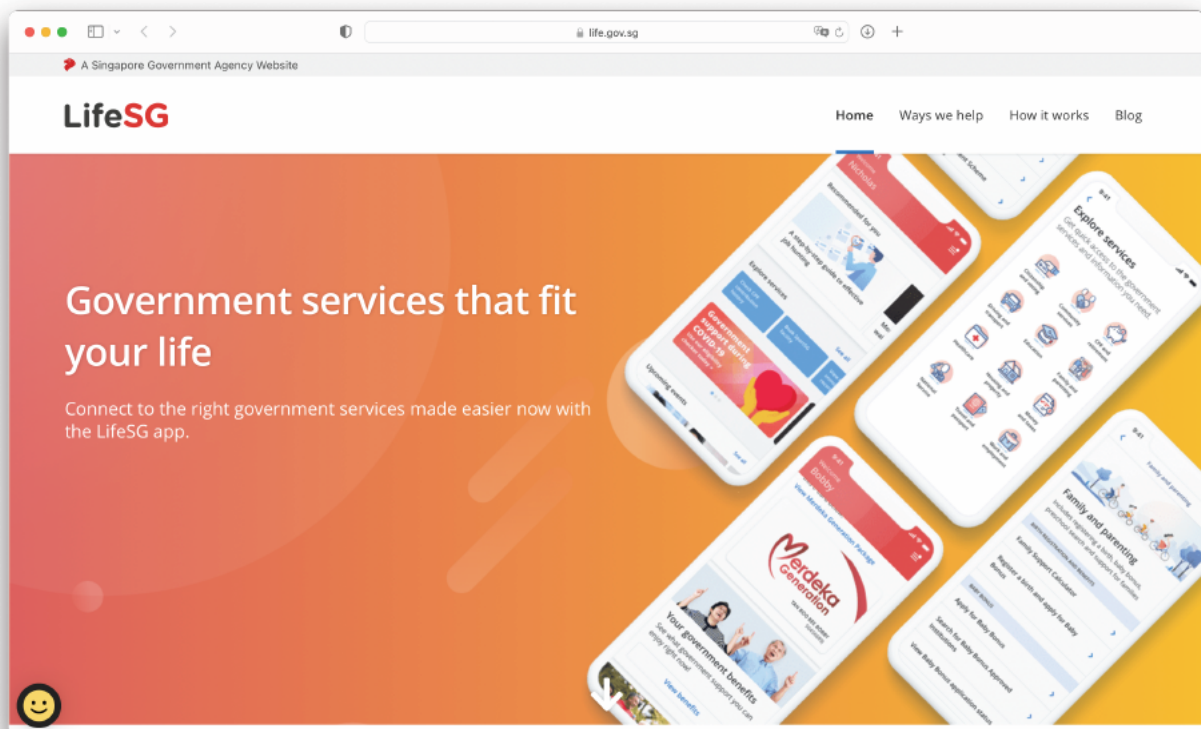
They work as a connection hub between vendors and agencies, if they can't directly help with a project themselves. Knowledge sharing is a big part of what they do.

They work with whole of government projects, being a bridge between policy and users. The projects tend to be top down and involve a lot of agencies. There are 73 innovation labs in government, all of them have very few designers. **Feeds into his point about design being learned as a mindset.** They build a network (capacity) instead of building a single team. **This point is also similar to Chile's attention to network-building.** They also work with bringing these labs together, so they can learn from each other. As part of their capacity building, they have monthly one-day workshops. They also run 'megathons' with upwards of 1000 people, to encourage innovation across government.

LifeSG is one of five parts of the Smart Nation Strategy, where they deliver certain service journeys.

In relation to LifeSG for example, they are experts of method, not of subject. Playing the role of *player coach*. They start out projects by doing research and ethnographic studies. **This is again**

the human centrality being translated into concrete action. They realize that their work is not just design thinking anymore, they do a lot more organizational development recently. So the vehicle of change becomes the organization, and aligning everyone with a common image of success.



Screenshot of LifeSG website

Their role will change going forward, and they see themselves become more of a center of excellence in the future. Their value-add is in the oversight and overview of projects. They can play the role of “convener” - connecting teams together. **Since they don't have domain expertise, they can also play the role of insider-outsider, like MindLab, so they are civil servants working together.**

They have also worked on Public Service Center, where government services can be accessed through a single physical and digital touchpoint. This kind of initiative requires different agencies to collaborate, and they spent considerable time prototyping, testing and learning.

Their team has few designers, and they believe in getting diverse opinions both within and outside of the team. They believe anyone can be creative, so it's not so much about having more designers in government. It's more about teaching empathy, but the process of design thinking helps people work in the right direction.



A public service center in Singapore

He believes the most important thing is to do it and experience the process, that's the main thing a design education offers. So even without one, people just have to try it a couple of times to reap the benefits.

All domains are potential for design approaches, as long as it's not applied to pure and obvious solutions. Works well in bringing together different agencies. **What design does in this regard, is to unite people around the user experience and imagining from there.**

They want to follow through (**much like the stewardship Dan Hill mentioned**), even though they tend not to be solution owner. They use "jobs to be done" as a guidance for delivery teams afterwards. **This is akin to the hand-off that PolicyLab in UK does.**

Yu-chen Chen, Jiun-yi Wu

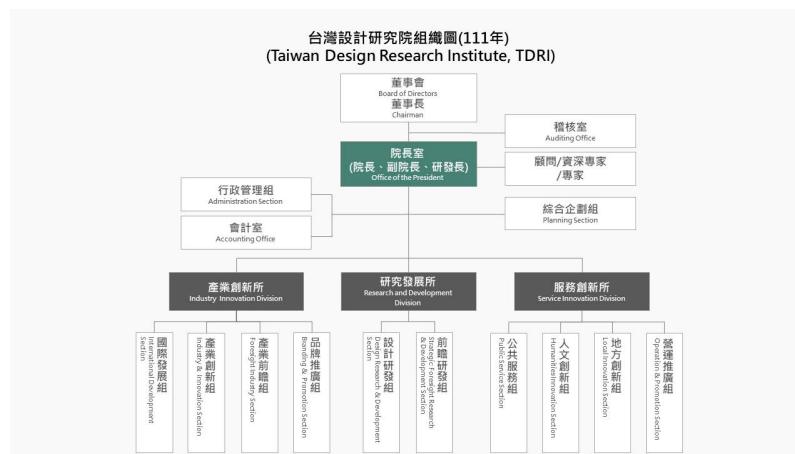
Deputy Group Leader

Analysis Comments in Orange

TDRI is a fairly big organisation with 150 people. Almost half of these are designers and design researchers.

They have been working to promote the role of design. **This is similar to the original mission of the Danish Design Center.** They recognize that this is a trend globally. They want to use design to increase Taiwan's international competitiveness, especially because they have very few natural resources. The president even said in 2019 that they want to move from Made-in-Taiwan, to Designed-in-Taiwan. This is move towards greater "soft power". They began by pushing design's industrial applications, but have since branched out to policy and organization - intangibles.

They have three missions: supporting innovation and promoting cooperation, supporting corporate innovation and becoming a platform for young people to start businesses from.



TDRI organizational chart from their website

They work in a variety of fields, and they engage different teams of theirs, depending on the needs of the project. **This highlights a centralization of expertise, which can be called on as needed.** They work at every stage of the design process, including creating guidelines to organizations so they can increase knowledge of design. **This points to an effort of extending the mindset around design, to enable teams to be self-sufficient.**

TDRI promotes inter-organizational collaboration and understanding. A shared language around needs, which arises from doing projects, also creates a positive cycle outside of TDRI as time goes by.

They have added design to the basic curriculum of new civil servants, so they are prepared to innovate when they start working. They offer both beginner level training as a seminar, and more advanced training as a workshop, where the potential uses of design in the public sphere is discussed. They have a case-library and museum that they can draw on for public sector training. **Capturing and sharing learnings are important activities when promoting and showcasing what design can do over time.**

They are doing work around defining the values that design bring, outside the traditional scope of branding and profits. Values such as user satisfaction and environmental impact are important to take into consideration going forward.