Innovation’s Big Stake in the Participation Revolution

CDAC - Bangkok
May 2017

Dan McClure
ThoughtWorks
A History of Big Hopes
Participation Revolution
Innovation Revolution
Technology Revolution

A History of Big Hopes
Big Hopes

Small Results
AN INNOVATOR’S SIMPLE VIEW OF THE WORLD

Capability → Cost → Delivered Solution → Value → Need

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AN INNOVATOR’S SIMPLE VIEW OF THE WORLD

Do a Better Job Here

Capability

Delivered Solution

Need

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The Magic Puzzle Piece
New Tech
Mobile Apps
Inventions
The Magic Puzzle Piece
The Magic Puzzle Piece
Fill the Gap
All is Better
Supercharge The Status Quo

Optimizing Performance

"Unsafe at Any Speed"
THE SDG’S EARNEST DRIVE FOR INNOVATION

Crisis

Too Many Affected
Growing Need
Widening Resource Gap
AN INNOVATION ARRIVES TO SAVE THE DAY

Crisis

Make it Better!

Resources

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SMALL INNOVATIONS / SMALL CHANGES

Crisis (continues)

Make it Better!

Resources
Resources
Resources

Crisis

Make it Better!

Resources
Resources
Resources

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THE STORY REMAINS THE SAME

Crisis

Make it Better!

Crisis (continues)

Make it Better!

Crisis (repeats)

Make it Better!

Resources

Resources

Resources

Resources

Resources

Resources

Resources
INNOVATE WITH ENTIRE SYSTEMS

Fragile
Ongoing Crisis

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INNOVATE WITH ENTIRE SYSTEMS

Fragile
Ongoing Crisis

System Change
New Possibilities

Evolve Over Time

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INNOVATE WITH ENTIRE SYSTEMS

Fragile
Ongoing Crisis

System Change
New Possibilities

Sustainable System
Resilient / Independent

Evolve Over Time

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Why Does a Participation Revolution Matter?
SOMETIMES PARTICIPATION’S IMPACT IS SIMPLE

1. Inform
   - Inclusion

2. Listen
   - Inclusion

NGO / External Aid Provider

Serve the Beneficiary Community

Donor

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SOMETIMES PARTICIPATION’S IMPACT IS SIMPLE

1. Inform
   - Inclusion
   - Inclusion

2. Listen
   - Inclusion

3. Adapt
   - Influence Actions

Donor

NGO / External Aid Provider

Serve the Beneficiary Community

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SOMETIMES PARTICIPATION’S IMPACT IS SIMPLE

1. Inform
   - Inclusion
   - Inclusion

2. Listen

3. Adapt
   - Influence Actions

4. Fund
   - Empower Actors

Donor

NGO / External Aid Provider

Serve the Beneficiary Community

Existing Local Actor

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SOMETIMES PARTICIPATION’S IMPACT IS SIMPLE

1. Inform
   - Inclusion

2. Listen
   - Inclusion
   - Influence Actions

3. Adapt
   - Empower Actors

4. Fund
   - Empower Local Actors
   - Empower Traditional Aid

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SOME PARTICIPATION DRIVES COMPLEX INNOVATION

Empower Traditional Aid

1. Inform
   - Inclusion
   - Inclusion

2. Listen
   - Influence Actions

3. Adapt
   - Empower Actors
   - Fund

4. Donor
   - Expand Capacity
   - Mentor

5. New Local Actor
   - Nurture

NGO / External Aid Provider

Serve the Beneficiary Community

Existing Local Actor

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SOME PARTICIPATION DRIVES COMPLEX INNOVATION

Empower Traditional Aid

1. Inform
   - Inclusion
   - Inclusion

2. Listen
   - Influence Actions

3. Adapt
   - Empower Actors

4. Fund
   - Existing Local Actor

5. Nurture
   - New Local Actor
   - Mentor

6. Transform
   - Transform Beneficiary Community
   - Support Transformation

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SOME PARTICIPATION DRIVES COMPLEX INNOVATION

1. Inform
   - Inclusion
   - Inclusion

2. Listen
   - Inclusion

3. Adapt
   - Influence Actions

4. Fund
   - Expand Capacity

5. Nurture
   - New Local Actor

6. Transform
   - Transform Beneficiary Community

7. Transfer Control

Empower Traditional Aid

NGO / External Aid Provider

Serve the Beneficiary Community

Donor

Existing Local Actor

Mentor

Transform Beneficiary Community

Support Transformation

Direct External Funding and Actors

Empower Actors

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PARTICIPATION DRIVES COMPLEX INNOVATION

Empower Traditional Aid

1. Inform
   - Inclusion
   - Inclusion

2. Listen
   - Influence Actions

3. Adapt

Donor

4. Fund

NGO / External Aid Provider

Serve the Beneficiary Community

5. Nurture

Existing Local Actor

Expanding Capacity

6. Transform

New Local Actor

Mentor

7. Transfer Control

Support Transformation

Transform Beneficiary Community

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Direct External Funding and Actors

Systems Innovation

Empower Actors

Fund

Mentor
WHEN TRANSFORMATION REPLACES TRADITIONAL AID

Innovation becomes aid. Traditional Aid reduces vulnerability by exiting traditional aid over time.

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For Complex System Innovation ...

The Community is Not Optional
Five key elements from “Leaving No One Behind” applied to complex system innovations

1 - Begin with a 360 Degree View
2 - Have an Exit Vision
3 - Evolve (don’t replace) the Existing System
4 - Leverage Diverse Actors and Resources
5 - Measure Learn and Adjust

COMPLEX SYSTEM INNOVATION IS HARD

OCHA Policy and Study Series – Leaving No One Behind
Lesley Bourns and Jessica Alexander Managing Editors
https://docs.unocha.org/sites/dms/Documents/HEStudy_20151109_Small.pdf
Small Innovation

- Single Need
- Everyone Similar
- Assumed Acceptance

System Transformation

- Varied Needs
- Diverse Actors
- Designed Incentives
Valuing What Works
Robin Mays

RICH ONGOING PERSONAL MESSY AMBIGUOUS
Designing Diverse Community Incentives

“Everyone gets a pony”
BRACKISH WATER

Rich Systems Built From the Community
EACH STAGE MUST BE A VIABLE SYSTEM

Fragile
Ongoing Crisis

System Change
New Possibilities

Sustainable System
Resilient / Independent

Evolve Over Time

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80 percent of the value from 20 percent of the effort
Complex Systems are an AND
WHO BEST NEGOTIATES A JOURNEY THROUGH UNKNOWNS?

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Technology Revolution

Innovation Revolution

Participation Revolution

A Partnership for Deep Systems Transformation
SEVEN PATHS TO PARTICIPATION

1. Inform
2. Listen
3. Adapt
4. Fund
5. Nurture
6. Transform
7. Transfer Control

Empower Traditional Aid

NGO / External Aid Provider

Serve the Beneficiary Community

Donor

Existing Local Actor

New Local Actor

Mentor

Transform Beneficiary Community

Direct External Funding and Actors

Expand Capacity

Support Transformation

Influence Actions

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Systems Innovation

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THANK YOU

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