

Transcript | Edge of Government: The Unconventional Innovation Showcase

1

00:00:12.970 --> 00:00:18.360

Jessica van Onselen: Hello! Welcome, everyone. Welcome to today. You are in the right place.

2

00:00:18.790 --> 00:00:23.150

Jessica van Onselen: You are exactly where you should be. Lovely to see everyone joining today.

3

00:00:23.240 --> 00:00:37.680

Jessica van Onselen: We're going to give all our participants a few moments just to make the commute into the Zoom room and join us here today. I'll get started in a second. You are 100% in the right place for an exciting conversation about innovation today.

4

00:00:37.690 --> 00:00:46.119

Jessica van Onselen: Welcome, everybody. We're gonna get going in a second, just gonna give folks a few more minutes, a few more seconds to arrive in the rooms with us.

5

00:00:46.300 --> 00:00:49.069

Jessica van Onselen: Really looking forward to the conversation today.

6

00:00:49.490 --> 00:00:52.450

Jessica van Onselen: Hello, hello. Yes, you are where you should be.

7

00:00:53.020 --> 00:00:54.980

Jessica van Onselen: We're gonna get going in a second.

8

00:00:55.890 --> 00:01:02.279

Jessica van Onselen: Hello, and welcome to this event, Edge of Government, the Unconventional Innovation Showcase.

9

00:01:02.440 --> 00:01:09.310

Jessica van Onselen: Let me introduce myself. My name is Jessica Van Onselen. I'm the Director of Marketing and Communications here at Apolitical.

10

00:01:09.420 --> 00:01:20.429

Jessica van Onselen: It would be wonderful to hear from all of you, so do introduce yourself, please post your name in the chat, maybe you can let us know where you're joining us from today. I was just talking to our lovely guests.

11

00:01:20.440 --> 00:01:37.790

Jessica van Onselen: before we came on stage, we've got all sorts of cities represented today. We have Dubai, we have beautiful Utrecht, we have Bangalore, we have London all represented today, so let us know where you're joining us from, maybe what organization you work for. Always lovely to hear that as well.

12

00:01:38.190 --> 00:01:57.759

Jessica van Onselen: Today, we are exploring how public servants are pushing the boundaries of government through bold, creative innovation. From pushing back bureaucratic boundaries to helping residents access jobs more easily, we'll hear how teams are designing practical solutions to complex challenges, often in ways that defy expectations.

13

00:01:57.760 --> 00:02:06.199

Jessica van Onselen: These are not abstract visions, but real-world experiments reshaping how governments can make an impact for their citizens.

14

00:02:06.870 --> 00:02:14.930

Jessica van Onselen: It's not long now until global attention will turn to the Edge of Government exhibit at the World Government Summit in Dubai in February.

15

00:02:14.930 --> 00:02:28.450

Jessica van Onselen: Today's event, brought to you by Apolitical and the UAE's Mohammed bin Rashid Center for Government Innovation, takes you inside those ideas of edge of government and the people behind them, and it's a bit of a sneak peek, if you will.

16

00:02:28.590 --> 00:02:53.160

Jessica van Onselen: For those of you who may be joining us for the very first time, a warm welcome. Apolitical is the world's largest online network of public servants, with a mission to make governments smarter. It is used by half a million public servants and policymakers across

170 countries, providing governments with the tools, the skills, and the networks they need to become more effective and tech-enabled organizations.

17

00:02:53.580 --> 00:03:08.510

Jessica van Onselen: AP Political is a strategic partner to governments, and we're so glad to collaborate with the Mohammed bin Rashid Center for Government Innovation for this event. The MBRCGI is dedicated to embedding innovation at the heart of the UAE government.

18

00:03:08.510 --> 00:03:12.830

Jessica van Onselen: Aligned with the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum.

19

00:03:12.830 --> 00:03:34.559

Jessica van Onselen: Vice President and Prime Minister of the UAE and Ruler of Dubai. The center aims to develop the necessary capabilities for innovation, inspire possibilities, and celebrate wins and lessons, ultimately establishing the UAE government as one of the most innovative in the world. And I think anyone who is tracking the exciting initiatives coming out of the UAE can share that excitement.

20

00:03:34.830 --> 00:03:48.490

Jessica van Onselen: Okay, I'm gonna jump into the chats and just see maybe where we've got some folks joining us from today. Oh, fantastic. I see we have, people joining from Dubai, welcome. We have someone in Bhutan. Welcome, welcome, so lovely to see you there.

21

00:03:48.490 --> 00:03:59.960

Jessica van Onselen: Singapore, fantastic, we're big fans of all the innovation coming out of Singapore here at Epolitical. Welcome, we have someone joining from the Swedish government, fantastic, you're absolutely in the right place.

22

00:03:59.960 --> 00:04:18.620

Jessica van Onselen: Someone from London, fantastic. More folks from London joining. Fantastic. Just so lovely to see who's in the room today. A good mix of all the public servants. Got Essex represented, fantastic. Keep introducing yourselves. It's lovely for us to see who you are, and for our guests to see who you are, and to connect with each other. Wonderful.

23

00:04:19.279 --> 00:04:33.159

Jessica van Onselen: I'm gonna get a few technical notes out of the question, out of the way. Every event has a bit of housekeeping before we get into today's conversation. This event is recorded for on-demand viewing on the apolitical website, so please don't record it yourself.

24

00:04:33.350 --> 00:04:49.549

Jessica van Onselen: Contact details for privacy concerns are in AP Political's homepage footer, so if you go to our website, you scroll down to the bottom, you'll find the details there. If you need closed captions, they are available, and they can be toggled on or off on your screen settings in Zoom.

25

00:04:51.080 --> 00:05:02.069

Jessica van Onselen: Before we introduce our speakers, we're gonna run a few quick polls, and we do that so we get a sense of where you're coming to today's conversation from. Really nice to kick off the conversations with a bit of a chat.

26

00:05:02.590 --> 00:05:07.470

Jessica van Onselen: The first poll is, and you're going to see it pop up on your screen, our first poll is.

27

00:05:07.510 --> 00:05:27.260

Jessica van Onselen: What most often prevents bold ideas from moving forward in your context? What most often prevents bold ideas from moving forward in your context? Get in there and vote. Could it be risk aversion? What about limited leadership buy-in? Maybe your leaders aren't really taking it seriously. Is it capacity? What about skills gaps?

28

00:05:27.320 --> 00:05:46.799

Jessica van Onselen: Is it funding or procurement rules? Maybe it's about evidence and impact requirements. But when you think about your context, your government, what most prevents bold ideas from moving forward in your context? Exciting. We're seeing folks voting here. I'm going to give it another second. Oh, it's looking a bit neck and neck between two here.

29

00:05:46.800 --> 00:05:52.849

Jessica van Onselen: Give it another second, and then I'll share the results here. What most prevents, often prevents bold ideas.

30

00:05:52.850 --> 00:05:55.360

Jessica van Onselen: From moving forward in your context.

31

00:05:55.680 --> 00:06:05.480

Jessica van Onselen: Okay, I think we're ready to share the results here. So, we have a winner, but by a hair's breadth. Coming in first place, it's funding, or procurement rules.

32

00:06:05.480 --> 00:06:17.049

Jessica van Onselen: Folks are saying that's really kind of getting in the way of bold ideas, but in a close second, it's actually risk aversion, something we hear about so much here at Apolitical, risk aversion, maybe a little bit of a cautious approach.

33

00:06:17.050 --> 00:06:29.959

Jessica van Onselen: And then coming in at a close third, I would say limited leadership buy-in as well. Very interesting. Last, there is evidence and impact requirements, very interesting, and capacity and skills gaps sort of solidly in the middle there.

34

00:06:29.960 --> 00:06:40.829

Jessica van Onselen: Fantastic guests. I hope you're taking a look at some of those results. Really interesting to see what most often prevents bold ideas from moving forward in your context. You're saying it's funding or procurement rules.

35

00:06:41.290 --> 00:06:51.670

Jessica van Onselen: Alright, fantastic. We have another one, Sorry, my technical team is reminding me you can't see the results, so the winner there was funding or procurement rules.

36

00:06:51.740 --> 00:07:02.499

Jessica van Onselen: I'm going to move on to a second poll now, this is great, we're getting a sense of where you're coming from. The next one is, which area do you most want practical innovation lessons for?

37

00:07:02.570 --> 00:07:26.220

Jessica van Onselen: What area... which area do you most want practical innovation lessons for? You know, innovation can really get stuck in lofty... the lofty sort of idea world. What do you want practical ideas for? Give us your votes and your context. Do you want service design and delivery? Do you want that support in policy experimentation? What about digital government and data? Maybe about sustainability and climate action?

38

00:07:26.220 --> 00:07:34.730

Jessica van Onselen: Is it about organizational change and culture where you're working? Which area do you most want practical innovation lessons for?

39

00:07:34.730 --> 00:07:49.770

Jessica van Onselen: Keep voting, I can see your numbers ticking in here, and then I will share with you the results. Very interesting. Service design and delivery, policy experimentation, digital government and data, sustainability and climate action, and organizational change and culture.

40

00:07:49.770 --> 00:08:08.840

Jessica van Onselen: Alright, I think I'm ready to share the results. We have a clear winner from all of you on this one. You say that the number one area where you want practical lessons is organizational change and culture. Organization change and culture. I'll give you a little tip that coming in at second place was service design and delivery and policy experimentation, but for you.

41

00:08:08.840 --> 00:08:13.480

Jessica van Onselen: Here with us today, it's all about organizational change and culture.

42

00:08:13.480 --> 00:08:27.059

Jessica van Onselen: Fantastic. I'm just gonna quickly dive back into the chat and see if we have some other folks just saying hi, where you're joining us from. I saw there were some other notes coming in in other places. Great, keep introducing yourselves, that's absolutely fantastic.

43

00:08:27.970 --> 00:08:31.379

Jessica van Onselen: Alright, thanks for taking part in those polls.

44

00:08:31.690 --> 00:08:39.270

Jessica van Onselen: It is now my great pleasure to welcome Abir Talak, the Director of the Mohammed bin Rashid Center for Government Innovation.

45

00:08:39.270 --> 00:08:51.720

Jessica van Onselen: ABEA supports the vision and agenda set in the center to promote innovation throughout the whole of the UAE government and beyond. Abir, it's so wonderful to have you with us here today. Thank you for joining us, and over to you.

46

00:08:52.260 --> 00:09:08.889

Abeer Tahlak: Thank you, Jess, and hello, everyone. Happy to be here and kickstart what marks the start of a year-long collaboration between the Mohamed Barashit Center for Government Innovation here at the UAE and Apolitical. Lovely results from the polls, and I think

47

00:09:09.540 --> 00:09:12.900

Abeer Tahlak: I would start my... my note with...

48

00:09:14.690 --> 00:09:18.770

Abeer Tahlak: Saying that, we are really blessed here in the UAE because our leadership

49

00:09:18.770 --> 00:09:39.410

Abeer Tahlak: constantly encourages us to look outside for inspiration and challenge the way we currently do things here. So I think a big learning is where leadership plays a role here. So our center was set up specifically with the intent of transforming public services and be on top of global public sector innovation trends.

50

00:09:39.410 --> 00:09:46.540

Abeer Tahlak: So, over the years, we learned that fulfilling this mandate means developing a specific type of practice. So.

51

00:09:46.610 --> 00:10:03.160

Abeer Tahlak: the ability of spotting emerging signals, new ways of doing things and engaging with them in and with curiosity, rather than feeling threatened by them. So, in other words, we had to reimagine the way government benchmarking is done. So.

52

00:10:03.160 --> 00:10:18.840

Abeer Tahlak: typical benchmarking, where we look at examples that are well established, have evidence, the best practices that needs to be replicated. So, of course, this is well and good and needed, but by definition.

53

00:10:18.870 --> 00:10:23.250

Abeer Tahlak: If you are in the business of transformation and creating new things.

54

00:10:23.500 --> 00:10:34.540

Abeer Tahlak: like us here in the UAE, simply replicating what has worked within existing systems does not really work. So, we need to create new ways of... of...

55

00:10:34.880 --> 00:10:48.359

Abeer Tahlak: introducing those concepts to create those new paradigms. So, what we have been turning our attention is the edge, rather than the center. So, examples of things that flew

56

00:10:48.360 --> 00:10:55.189

Abeer Tahlak: You know, below the radar screen, not the usual suspects that, you know, create the big

57

00:10:55.370 --> 00:11:01.219

Abeer Tahlak: headlines. So, early stages of practices, things that are still

58

00:11:01.510 --> 00:11:12.299

Abeer Tahlak: Being tried out and piloted, might not have that evidence behind them quite yet, but are pointing to a completely different way of doing things.

59

00:11:12.300 --> 00:11:26.750

Abeer Tahlak: This has proven to be more fertile ground for us to look into and generate our new possibilities within the UAE government. So, for instance, imagine rewriting history of a country together with patients that suffer from Alzheimer's and dementia.

60

00:11:27.160 --> 00:11:49.509

Abeer Tahlak: might seem crazy, might sound, you know, weird, but this is exactly what we are currently working on here in the UAE in collaboration with the domestic data streamers, and a leading clinical hospital here in the UAE, in Dubai. So, we are convinced that the scanning program that we conduct on a regular basis,

61

00:11:49.530 --> 00:11:54.480

Abeer Tahlak: This new way of reinterpreting benchmarking has global resonance, so...

62

00:11:54.540 --> 00:12:03.359

Abeer Tahlak: It's so... this is why we partnered with Apolitical to produce the Edge of 50 list. So, as a way to recognize innovators.

63

00:12:03.550 --> 00:12:08.100

Abeer Tahlak: Like the ones who are presenting today in this session, and hopefully.

64

00:12:08.930 --> 00:12:25.779

Abeer Tahlak: accelerating the transition from things that are, you know, happening in the edge to becoming this mainstream and becoming the new normal. So, all of us who work in government have experienced the frustration of innovation and the burden to proof.

65

00:12:25.850 --> 00:12:37.260

Abeer Tahlak: to our leadership, or, you know, to the public, or for the auditor. So, we're trying to do something genuinely and unique and different, but we're also asked

66

00:12:37.700 --> 00:12:47.899

Abeer Tahlak: for proof, so... and sometimes it's an impossible proof, and show me it has worked, show me why is this good? So, the Edge 50 aims

67

00:12:47.900 --> 00:13:01.590

Abeer Tahlak: to create a space for this type of radical practices, easing them off this burden and showcasing it. So, of course, we all want impact. We also know that to get there, we need to be open and curious about those

68

00:13:01.590 --> 00:13:20.510

Abeer Tahlak: unconventional way of doing things, specifically in the public sector. Whether, as I mentioned, it's writing history with Alzheimer patients, or making exceptions as the norm in the public sector, or creating a way to reimagining labor markets, as our speakers today will prove and share some of their learnings.

69

00:13:20.710 --> 00:13:31.259

Abeer Tahlak: We'll be working together with Apolitical beyond today's event to explore and share practical examples of how governments are pushing boundaries. Over the coming year, there will be

70

00:13:31.570 --> 00:13:45.659

Abeer Tahlak: different touchpoints. We'll have a series of master classes, in-depth case studies, and interviews to build on the definition of the edge. The community we're trying to build around it,

71

00:13:45.710 --> 00:14:01.990

Abeer Tahlak: translating all these, learning and, you know, building and capacity building this, and creating those opportunities for public sector leaders and practitioners. So, in conclusion, let me reiterate, if you're working on something at the edge.

72

00:14:01.990 --> 00:14:12.760

Abeer Tahlak: that has the potential of radically transforming the public sector, or if you know someone who's doing something a bit different, we want to hear from you. So, please get in touch.

73

00:14:12.960 --> 00:14:28.970

Abeer Tahlak: connect to the community that we are building here with a political throughout this journey. And, of course, the Mohamed Barashit Center for Government Innovation would definitely want to learn more about your work, and find ways to collaborate here and pilot it in the UAE. So...

74

00:14:29.220 --> 00:14:34.429

Abeer Tahlak: Thank you very much for joining us today, and looking forward to hear from our speakers.

75

00:14:35.430 --> 00:14:46.230

Jessica van Onselen: Thank you so much, Abhir. Really love that, and I love the word curiosity there. So much of it is about curiosity, about what's working, and what could translate to something at scale.

76

00:14:46.410 --> 00:15:10.950

Jessica van Onselen: As Abiya noted in her remarks, this event is all about initiatives on the edge. So before I introduce our speakers, I'm going to throw out a little challenge to the audience here. Do reflect and think about and then post in the chat any projects or ideas or initiatives you've either been working on yourself, perhaps, or maybe you've heard of some that are kind of pushing the boundaries of what is possible in government. What's a little bit out there, as Abia said, what's

77

00:15:10.950 --> 00:15:16.210

Jessica van Onselen: what's happening at the edge rather than the center that's captured your attention. We'd love to hear about it.

78

00:15:16.600 --> 00:15:28.380

Jessica van Onselen: I'm now going to turn to introducing our fantastic speakers. We're fortunate today to have three fantastic guests join us today. Harry, Friezo, and Gaurav joining us. Let me do some quick introductions.

79

00:15:28.770 --> 00:15:42.550

Jessica van Onselen: Harry Crater and Friesel Landstra are both action researchers at the Institute for Public Values in the Netherlands, where they developed what's called the Breakthrough Method, which helps the most vulnerable families break through the bureaucratic process.

80

00:15:42.730 --> 00:15:57.160

Jessica van Onselen: Harry has written many articles and books on breaking through bureaucracies, defensive routines, and the basic need for more enhanced social security. He now works in expanding this breakthrough method internationally. Welcome to Harry and Frizo.

81

00:15:57.160 --> 00:16:02.970

Jessica van Onselen: Friezo specializes in complexity thinking within social and justice domains.

82

00:16:02.970 --> 00:16:18.160

Jessica van Onselen: He examines how public systems operate in practice for families facing multiple interrelated problems, and where policy theories fall short in the stubborn reality of implementation. So Friezo's been thinking about these questions for a long time. Welcome.

83

00:16:18.240 --> 00:16:32.899

Jessica van Onselen: Gaurav Gupta is the Chief Growth Officer at XSTEP Foundation. He works at the intersection of ecosystem design, digital public infrastructure, DPI, and market creation to solve large-scale societal challenges.

84

00:16:32.900 --> 00:16:43.550

Jessica van Onselen: He leads XTEP's Blue Dots initiative, which we were just talking about before this call, building AI-powered digital rails for livelihoods, services, and welfare.

85

00:16:43.550 --> 00:17:02.139

Jessica van Onselen: And he helped scale Dixha, India's first education digital public infrastructure. Welcome, Gaurav, so fantastic to have you. You've heard enough from me, so without further ado, I'm going to hand over to Harry and Frizo for our very first Innovation Showcase. Gentlemen, if you're ready, handing over to you to present.

86

00:17:03.080 --> 00:17:13.839

Harry Kruiter: Yeah, thank you very much, Jessica, and thank you everybody who's attending. We're here today to present what we call our breakthrough Method. It's basically a method that

87

00:17:14.030 --> 00:17:15.089

Harry Kruiter: Helps.

88

00:17:15.260 --> 00:17:34.230

Harry Kruiter: any individual who gets stuck in bureaucratic processes. It's a method we developed over 15 years in the Netherlands. I'm going to try to retell that history in 15 minutes. So it's going to be a busy 15 minutes, but we're gonna try anyway.

89

00:17:34.490 --> 00:17:41.270

Harry Kruiter: Starting with... Why did we develop a method for people who get stuck in bureaucracy?

90

00:17:41.400 --> 00:17:58.330

Harry Kruiter: We didn't really start that because people are fed up with it, are done with it, but when we started developing it, I was working at the university, and we studied all sorts of groups in the Netherlands that we thought we had this rich and

91

00:17:58.410 --> 00:18:04.269

Harry Kruiter: very large welfare state for. So you must think about the most vulnerable people in our society.

92

00:18:04.730 --> 00:18:12.449

Harry Kruiter: It's a huge category we call multi-problem families, there is school deserters, there is addicts, there is homeless people.

93

00:18:12.600 --> 00:18:19.830

Harry Kruiter: All those groups... I grew up with the idea, that's exactly the groups we have the welfare state in the Netherlands for.

94

00:18:20.060 --> 00:18:27.119

Harry Kruiter: But studying them, we came to realize that the more vulnerable people get, the larger the chances that they...

95

00:18:27.580 --> 00:18:34.449

Harry Kruiter: fall through the cracks of our welfare state and are actually not helped by it. But we also learned

96

00:18:34.560 --> 00:18:41.650

Harry Kruiter: That these families and these households still cost, on average, 100,000 euros a year, not helping them.

97

00:18:41.760 --> 00:18:47.640

Harry Kruiter: It's very expensive not helping these people, and when we start interviewing these people.

98

00:18:48.090 --> 00:18:51.530

Harry Kruiter: We learned that they had one thing in common.

99

00:18:51.780 --> 00:18:55.960

Harry Kruiter: They all were in fight with bureaucrats and with bureaucracy.

100

00:18:56.280 --> 00:19:05.680

Harry Kruiter: So we left university and started to work on a method, and Friser and I'm gonna take you through that method, starting

101

00:19:05.970 --> 00:19:08.370

Harry Kruiter: With sharing my screen, and just...

102

00:19:08.720 --> 00:19:12.070

Harry Kruiter: Take you through one of the examples.

103

00:19:16.930 --> 00:19:24.910

Harry Kruiter: There we go. So the theme for today, and we want you to think about it, what if bureaucracy could work for you?

104

00:19:25.090 --> 00:19:31.870

Harry Kruiter: I'm gonna start with Marcel. Marcel still tried to help working in university.

105

00:19:34.090 --> 00:19:43.780

Harry Kruiter: I was working there with my brother, and we started developing what we called action research, because we were done as social research, just studying thing, and...

106

00:19:44.050 --> 00:19:52.220

Harry Kruiter: making reports. We were already trying to say we need to try to help these people in a different way.

107

00:19:52.430 --> 00:19:56.020

Harry Kruiter: And what we would do back in the day,

108

00:19:56.610 --> 00:20:07.919

Harry Kruiter: we would just try to get everybody together who would work on Marcel, and Marcel is fortunately enough still our all-time record, because Marcel had 42 professionals.

109

00:20:08.030 --> 00:20:09.570

Harry Kruiter: Work in his skates.

110

00:20:10.050 --> 00:20:12.079

Harry Kruiter: Which is still a lot.

111

00:20:13.060 --> 00:20:20.880

Harry Kruiter: Because on average, in the Netherlands now, we are at 10, 15 people who are busy with complex

112

00:20:21.400 --> 00:20:23.690

Harry Kruiter: households, but Marshall had 42.

113

00:20:23.930 --> 00:20:29.539

Harry Kruiter: And he would cost 264,000 euros a year for the past 5 years.

114

00:20:29.700 --> 00:20:40.950

Harry Kruiter: He had all sorts of problems, diagnosed with schizophrenia, HDHD, he had an anti-personality disorder. There was a whole list of other problems. He was addicted to almost everything.

115

00:20:41.210 --> 00:20:48.390

Harry Kruiter: And when we found him, he was living in between his jail cell in the streets,

116

00:20:49.060 --> 00:20:54.929

Harry Kruiter: And what we would do, and what we still do, we would just go to Marshall and say, hey, Marshall.

117

00:20:55.600 --> 00:21:01.990

Harry Kruiter: You cost 264,000 euros a year, you have 42 people trying to help you.

118

00:21:03.520 --> 00:21:05.479

Harry Kruiter: What do you think you need?

119

00:21:05.830 --> 00:21:10.740

Harry Kruiter: And Marcel said, yeah, I asked myself that question many times.

120

00:21:11.180 --> 00:21:17.760

Harry Kruiter: And every time... I start thinking of this...

121

00:21:18.160 --> 00:21:21.670

Harry Kruiter: I come back to one conclusion. He says,

122

00:21:21.880 --> 00:21:29.299

Harry Kruiter: the doctors say, I'm crazy, I'm schizophrenia, but in one of my crazy moods, I got in a fight.

123

00:21:29.510 --> 00:21:36.030

Harry Kruiter: And I hit somebody and kicked somebody, and it was really bad, and I got punished for that.

124

00:21:36.330 --> 00:21:41.790

Harry Kruiter: And part of that punishment was I had to repay this person 6,000 euros.

125

00:21:42.190 --> 00:21:52.329

Harry Kruiter: And that 6,000 euros is not allowed in a debt relief program. So because I have this debt, I wasn't allowed in a debt relief program, but I couldn't pay the 6,000 euros.

126

00:21:53.030 --> 00:21:57.839

Harry Kruiter: So, I started to get more bills and more bills I couldn't pay.

127

00:21:57.970 --> 00:22:17.639

Harry Kruiter: And I ended up with around the 50,000 euro debts, which couldn't be in a debt relief program because of these debts, and then I got kicked out of my house because I couldn't pay my rent anymore. And ever since, I lived on the streets and in jail, and... well, this is not exactly the right circumstances for me.

128

00:22:17.860 --> 00:22:20.330

Harry Kruiter: To get better, so he says, yeah.

129

00:22:20.590 --> 00:22:34.620

Harry Kruiter: When we make it very small, my problem is only 6,000 euros. If somebody pays that off, I can get in a debt relief program, I might be able to rent a house again, and live a little bit less complex life.

130

00:22:34.740 --> 00:22:39.490

Harry Kruiter: So what we would do in those days, we put the 42 professionals in one room.

131

00:22:39.930 --> 00:22:50.660

Harry Kruiter: And we told them this story and said, people, you all earn 264,000 euros on Marshall's life. This problem is only

132

00:22:50.910 --> 00:22:53.210

Harry Kruiter: 6,000 euros, large.

133

00:22:54.850 --> 00:22:56.850

Harry Kruiter: Can we do something here?

134

00:22:57.230 --> 00:23:07.629

Harry Kruiter: And of course, they immediately came back with, no, we can't, because our managers are not here, our bosses are not here. So two weeks later, we were with 84 people in the room.

135

00:23:08.160 --> 00:23:22.160

Harry Kruiter: We spent 4 hours with them. After 3 hours, we also started to tell them, listen, people, this meeting is already way more expensive than 6,000 euros. Can you please solve this 6,000 euro?

136

00:23:22.390 --> 00:23:23.990

Harry Kruiter: depth of Marcel.

137

00:23:24.290 --> 00:23:29.270

Harry Kruiter: But nobody in that room of the 84 professionals.

138

00:23:29.760 --> 00:23:39.129

Harry Kruiter: only try to say, I might have some money left to help Marcel with this problem. It was nobody's job, it was nobody's task.

139

00:23:39.340 --> 00:23:41.730

Harry Kruiter: Accountants, this and that.

140

00:23:41.950 --> 00:23:47.760

Harry Kruiter: So what we did in the end was we paid off Marcel's 6,000 euros debt.

141

00:23:47.990 --> 00:23:57.910

Harry Kruiter: got Marcel in a debt relief program. Six months later, he was eligible, again, for social housing, and after a year, Marcel was back in a house.

142

00:23:58.130 --> 00:24:00.720

Harry Kruiter: And he still had a lot of problems.

143

00:24:01.040 --> 00:24:07.870

Harry Kruiter: But there were only 5 professionals needed, and by then, he would only cost around 50,000 euros a year.

144

00:24:08.420 --> 00:24:10.639

Harry Kruiter: And after that, we thought, wow.

145

00:24:11.550 --> 00:24:14.039

Harry Kruiter: This is quite something. You can...

146

00:24:14.200 --> 00:24:19.169

Harry Kruiter: Really enhance somebody's life with very little money compared to what he costs.

147

00:24:19.370 --> 00:24:22.089

Harry Kruiter: Only thing you need to do is try to solve.

148

00:24:22.600 --> 00:24:29.999

Harry Kruiter: Little bit of bureaucratic problems, so we left university, we started the institute, and we said, this is what we...

149

00:24:30.270 --> 00:24:35.199

Harry Kruiter: want to do. We just want to go to people, ask what they need.

150

00:24:35.500 --> 00:24:41.589

Harry Kruiter: try to solve that problem. And in the years coming, we immediately learned there was

151

00:24:42.080 --> 00:24:44.500

Harry Kruiter: quite the way to go. We were...

152

00:24:44.850 --> 00:24:59.799

Harry Kruiter: We had no education whatsoever in helping people, but just by our intuition and having a lot of knowledge about bureaucracy and how to break through that, we were able to help family after family, just going there, asking them, what do you need?

153

00:24:59.890 --> 00:25:11.879

Harry Kruiter: And as always, the stories were always the same. The more problems they have, they would always say, I get this, and this, and this, and this, and this, but what I really need is a little more income, debt relief.

154

00:25:12.110 --> 00:25:19.529

Harry Kruiter: A new house, whatever it was, we were always able to help them with this, so we started to make a...

155

00:25:19.790 --> 00:25:30.370

Harry Kruiter: method out of it, and still today, after 15 years, I think half of the people we go to when we ask, hello, what do you actually need?

156

00:25:30.560 --> 00:25:36.549

Harry Kruiter: And most of them still burst out in tears and tell me, nobody ever asked me this.

157

00:25:37.010 --> 00:25:39.889

Harry Kruiter: So what we were able to do is...

158

00:25:40.160 --> 00:25:55.389

Harry Kruiter: build a method over the years that we now help 10,000 people with tailor-made solutions in the Netherlands. We see, by and large, that it's way cheaper. We saved 22,000 euros a household in the Netherlands.

159

00:25:55.870 --> 00:26:00.480

Harry Kruiter: Only by just being a better bureaucrat.

160

00:26:00.880 --> 00:26:06.780

Harry Kruiter: We really are based in the rules or tools, which I will tell you a little more about that.

161

00:26:07.010 --> 00:26:10.360

Harry Kruiter: What we do is we legitimize exceptions.

162

00:26:10.860 --> 00:26:17.840

Harry Kruiter: So we don't ask the system, make an exception for Marcel, no, we try to... Legitimize that exception.

163

00:26:18.020 --> 00:26:24.630

Harry Kruiter: And what comes from the method is it helps professionals to truly listen to citizens again.

164

00:26:24.800 --> 00:26:27.010

Harry Kruiter: So to hold... Alright.

165

00:26:27.010 --> 00:26:35.109

Jessica van Onselen: Harry, sorry to interrupt. This is me just giving you your friendly 2-3 minute warning, as we're sort of getting to the end of your slot here. Please carry on.

166

00:26:35.110 --> 00:26:36.840

Harry Kruiter: Okay. Yes.

167

00:26:37.310 --> 00:26:42.970

Harry Kruiter: It helps to truly listen to,

168

00:26:45.730 --> 00:26:59.859

Harry Kruiter: to citizens, and if you do that, you can start making exceptions to norm, and after being in the Netherlands a half year ago, we started to do this in Dubai, over to Friza.

169

00:27:00.600 --> 00:27:17.929

Friso Landstra: Yeah, so what we just want to do is take you a little bit through, like, what that breakthrough plan looks like. It's like a... it's really interesting, because it's a method that is

standardized, so there's a standardized set of steps, but the standard steps makes it possible to help all the different families with all the different problems.

170

00:27:18.020 --> 00:27:22.009

Friso Landstra: So, it's customization on a standard way.

171

00:27:22.120 --> 00:27:41.870

Friso Landstra: And it actually exists as two parts. So the left part is what people really recognize as, like, the way to develop innovation. So you really try to develop what is the solution that the citizen needs, and actually make it the new way to go.

172

00:27:41.870 --> 00:28:03.300

Friso Landstra: And on the right is actually something else. That is how we legitimize that solution. And you need, actually, both legs to be able to make breakthroughs possible. I'll go through it really quickly. So, the cross on the left-hand side has future goals, so that's really important. Where does the citizen want to be? Where does Marcel want to be in two to three years? Well, Marcel wants to live on his own in a house.

173

00:28:03.300 --> 00:28:08.750

Friso Landstra: Then, of course, the first question we're going to ask Marcel, what are you going to do yourself to make that possible?

174

00:28:08.820 --> 00:28:17.739

Friso Landstra: what kind of help in second position we're going to ask? What kind of help, support do you need? And maybe there's some kind of treatment necessary, something medical.

175

00:28:17.740 --> 00:28:31.889

Friso Landstra: And what we end on on the left-hand side is the breakthrough, because there's always what we see in these cases, there's always a problem in bureaucracy that will not allow the solution to go forward. So in the case of Marcel, it was the 6,000 euros.

176

00:28:32.100 --> 00:28:41.350

Friso Landstra: And this is, like, normal, to make a plan of where you want to go, but what's interesting is that to be able to accomplish this in bureaucracy, we have to legitimize it.

177

00:28:41.350 --> 00:29:05.910

Friso Landstra: in the traditional bureaucratic way, so this triangle, legitimacy, engagement, and return on investment, are actually the three standard questions we always got when we presented the cross on the left-hand side. They always said, yeah, yeah, yeah, I understand, but is this allowed from the law? Or the question would be, yeah, yeah, yes, I understand, but this... we're going to invest 6,000 euros? What is... that's so expensive. What is it going to return on

178

00:29:05.910 --> 00:29:07.029

Friso Landstra: investment for us.

179

00:29:07.030 --> 00:29:18.250

Friso Landstra: And the last one is always the question you ask, yeah, but how is this going to make him less dependent on the government? If we invest so much, is it going to increase his dependency on the government, or is it going to make it less?

180

00:29:18.250 --> 00:29:28.159

Friso Landstra: So actually balancing those two sides is so important. So, from the new paradigm, you want to devise the solution, and in the old paradigm, you want to legitimize it.

181

00:29:28.260 --> 00:29:34.120

Friso Landstra: And if we look at the, the, the, the, the... if you do that a few times, Harry, can you go to the next slide?

182

00:29:34.690 --> 00:29:54.150

Friso Landstra: So, what you see here is... we've been helping 10,000 cases in the past years, and what you see here is we made the method also digital, so we have a digital tool wherein you can find all the... you can Google the laws and the exception laws, and you can Google the costs of everything. And what you here see is the summary of the costs, and just to show you in a quick overview.

183

00:29:54.190 --> 00:30:04.749

Friso Landstra: In the, in the, in the graphs, you can see the different, law. So you have on the, on the left-hand side, care, that's, like, the, the, the, the law for,

184

00:30:04.750 --> 00:30:17.800

Friso Landstra: social support, then you have youth, that's the youth care law, then you have health insurance law, the welfare law, the death assistance law, and the long-term care law. And each law has its own place, and what you see there's, like, a wrong pocket problem.

185

00:30:17.800 --> 00:30:28.530

Friso Landstra: So by investing on the right-hand side, unemployment, debt relief, we see we can create a big return on investment on the left-hand side, care, and for example, youth care.

186

00:30:28.680 --> 00:30:45.939

Friso Landstra: And if you look, like, the day after we helped Marceau, on average, in these kind of cases, if you take 5,000, you'll save about 3,500 euros. But if we look after one year already, it's already 22,000 euros you can save on money. So, actually, what's so interesting is by helping citizens better.

187

00:30:46.380 --> 00:30:49.709

Friso Landstra: But creating a little bit more exceptions in the rules we use.

188

00:30:50.090 --> 00:31:03.259

Friso Landstra: it's not only better for the citizen, but it's also better for government in total. Not only on the euros you spent, but also on the personnel it costs to help these citizens, because on average, we see in the Netherlands 30 hours per multi-problem case.

189

00:31:03.260 --> 00:31:10.899

Friso Landstra: But if you use a simplified method like this one, it's only 4 hours you have to spend on a case to solve their situation.

190

00:31:10.920 --> 00:31:13.629

Friso Landstra: So, to summarize, maybe, as last slide, Harry.

191

00:31:14.090 --> 00:31:21.339

Friso Landstra: Like, in the 10,000 cases, we never broke the law. We actually used the law to make the exceptions possible.

192

00:31:21.430 --> 00:31:38.959

Friso Landstra: Making sessions leads to better care and at lower costs. And what we just found is, actually, by standardizing and digitalizing it, we could become better bureaucrats. So making

it digital and making it done by computers actually speeds up the process so much. So we're now at 10,000.

193

00:31:38.960 --> 00:31:43.640

Friso Landstra: And our ambition is going to 100,000 and 1 million worldwide.

194

00:31:43.820 --> 00:32:05.840

Friso Landstra: And in the end, what is the bottom line? In the end, it's bringing back the possibilities of civilians to have control of their own lives, and not following the standard bureaucratic processes, but following what citizens think themselves is the best thing for their life, and actually making that possible.

195

00:32:06.930 --> 00:32:07.830

Harry Kruiter: Of the clock.

196

00:32:09.060 --> 00:32:23.119

Jessica van Onselen: Fantastic. Thank you so much, Friezo and Harry. Absolutely fascinating, and I loved injecting a bit of time pressure in the end there, and watching Friezo speak faster and faster at the end there. I hope you didn't feel rushed.

197

00:32:23.150 --> 00:32:48.139

Jessica van Onselen: Absolutely fascinating. So many questions coming out of that. For me, I'm really interested in that concept of exceptions and standardization. We know the government's always geared towards doing the standard, and Friezo, I think that word exceptions, is something so interesting. When do we apply them? How do we find them? When are they the right lever to pull? I'm sure all of you have questions, so spend this time just quickly thinking what you want to ask Harry and Frieza. You can pop them in the Q&A.

198

00:32:48.140 --> 00:33:12.479

Jessica van Onselen: But I'm going to now turn to, Gaurav. I'll hand over to you in a second. Yeah, just to say, you can pre-submit your questions in the Q&A tab there. You've got three highly experienced policy experts right here with us, so don't hold back. This is your time to ask them every question you've ever had about innovation and trying things at the edge of government. So don't hold back. There's no such thing as a bad question, there.

199

00:33:12.480 --> 00:33:17.739

Jessica van Onselen: Now, Gaurav, you are here, you're in your second screen, you're so organized, over to you.

200

00:33:18.610 --> 00:33:26.789

Gaurav Gupta: Thank you, Jessica, and it was a lovely presentation by Harry and Fito for the great work they are doing. Congratulations on what you are doing.

201

00:33:26.920 --> 00:33:40.500

Gaurav Gupta: Hello, everyone. I would like to thank the apolitical team and the UAE team in terms of giving the opportunity to talk about the innovation that we've been driving in India.

202

00:33:40.700 --> 00:33:55.129

Gaurav Gupta: Before I get into that, just wanted to give a little bit of context about Extrap Foundation that I represent. XRP Foundation, it's a not-for-profit, founded by Nanda Nilakani, who's also popularly known as the Bill Gates of India.

203

00:33:55.130 --> 00:34:10.000

Gaurav Gupta: Along with his wife Rohini Nilakani and Shankar Maruwada as co-founders. And, they had put this together, so that one can craft many different digital public infrastructures, initiatives.

204

00:34:10.100 --> 00:34:25.580

Gaurav Gupta: to help citizens across a variety of sectors, working with the government, and most importantly, opening up the innovation, for the marketplace, so that the citizens can benefit on the back of it. So you see a combination of

205

00:34:25.980 --> 00:34:37.460

Gaurav Gupta: Governments and markets leveraging the digital public infrastructure to benefit the citizens at scale, as a typical, you know, thesis of the approach that we follow.

206

00:34:37.670 --> 00:34:44.179

Gaurav Gupta: With that, I will present my screen and talk about,

207

00:34:44.330 --> 00:34:48.879

Gaurav Gupta: Walk you through a few slides, which might just help, you know.

208

00:34:49.080 --> 00:34:59.870

Gaurav Gupta: show the story of what we are trying to do in a digital kind of a fashion. And of course, I'm going to talk about what we are looking to do in livelihoods, what does the blue dot

209

00:34:59.970 --> 00:35:12.980

Gaurav Gupta: project really mean. It is not a platform. It is about creating those public digital rails which allow the ecosystem to innovate on top of this to benefit the citizens.

210

00:35:12.980 --> 00:35:22.199

Gaurav Gupta: Why do we say so? Because, see, we as 8 Step, we have involved... been involved in conceiving, and also

211

00:35:22.270 --> 00:35:38.899

Gaurav Gupta: Many times, actually incubating many of these initiatives that you see on the screen. I think across the world, some of them very popularly known. For example, Aadhar. It is the world's largest unique identity project.

212

00:35:38.980 --> 00:35:51.860

Gaurav Gupta: That has been implemented, which means now the cost of identity validation and the time of identity validation has dropped from 2 weeks and \$2 to 2 minutes and 2 cents.

213

00:35:52.010 --> 00:36:06.940

Gaurav Gupta: opening up, you know, diverse, diverse innovations on top of it. And this has been given to 99% of citizens in India, which means more than... almost close to 1.4 billion people have something like that.

214

00:36:07.090 --> 00:36:23.320

Gaurav Gupta: Likewise, UPI, which is an approach to address the payment-related frictions. And hence, when you... if any of you visit India, I think you will always see how Indians are pretty used to making their payments digitally by just scanning a QR code.

215

00:36:23.370 --> 00:36:41.510

Gaurav Gupta: And that, as an innovation, as digital public rails, has allowed many market actors to offer diverse types of services, leading to the incidence of digital payments and banking services to almost 80% of Indians.

216

00:36:41.510 --> 00:36:57.490

Gaurav Gupta: In terms of being, able to use that, this would be that conventional thing. Likewise, many other things. So, which is why, when we look at any initiative, we see it from the lens of how are we creating public digital rails, working along with the government actors.

217

00:36:57.740 --> 00:37:09.089

Gaurav Gupta: So that it can shift the equilibrium. That's, like, the principle number one. How do you work to create public digital rails so that it shifts the equilibrium, allows the markets to innovate.

218

00:37:09.120 --> 00:37:24.719

Gaurav Gupta: and ultimately leading to benefits for the citizens. Number two, how that innovation or that infrastructure is interoperable, so that when any players connect to it, they can seamlessly, you know, deliver benefits because they are connected to each other.

219

00:37:24.790 --> 00:37:32.540

Gaurav Gupta: And number three, how these infrastructure elements are offered as reusable digital building blocks.

220

00:37:32.540 --> 00:37:48.850

Gaurav Gupta: So that any market or any country in the world can also adopt them and implement them. And we are seeing, likewise, many AADA, UPI, and some of the other kind of initiatives being implemented by different, countries in the world in that context.

221

00:37:48.850 --> 00:37:56.700

Gaurav Gupta: So with that, I will now get into the, aspect in terms of livelihoods. See, when we talk about,

222

00:37:56.880 --> 00:37:58.140

Gaurav Gupta: livelihoods.

223

00:37:58.190 --> 00:38:07.809

Gaurav Gupta: I think one popular narrative is that a country like India, and India's a huge country with almost a 1.5 billion people population.

224

00:38:07.810 --> 00:38:18.410

Gaurav Gupta: And we keep debating in the country that, you know, you have to produce enough jobs because our population also has been growing. It's got one of the... it's one of the youngest

225

00:38:18.410 --> 00:38:33.200

Gaurav Gupta: country's demographic, Kali, in the world. So you need to continuously produce more and more jobs, and in that context, that is one popular narrative. Then there is a second popular narrative that, you know, skilling of people needs to be really brought in line.

226

00:38:33.210 --> 00:38:49.409

Gaurav Gupta: with the kind of, the demand of the industry. And of course, both of these narratives are right, but there was one popular narrative, one narrative which was missing in India, which is, how do people discover jobs? Or how do jobs discover people?

227

00:38:49.410 --> 00:38:57.060

Gaurav Gupta: And as we dug deep into figuring out what is that innovation as digital public rails, which can shift the equilibrium.

228

00:38:57.060 --> 00:39:11.970

Gaurav Gupta: We actually landed upon this as an aspect that discovery is a major problem in India. Why so? Because almost 80% of youth and women in the country, they still don't have a digital profile. They cannot find livelihoods in a digital fashion.

229

00:39:12.050 --> 00:39:20.919

Gaurav Gupta: And to the left of the screen, hence you see an example of somebody writing a CV or a resume, and how it looks.

230

00:39:20.920 --> 00:39:32.659

Gaurav Gupta: Which is not even digital, but, you know, people lack that. Almost 80% of youth and women in the country, and that number adds up to almost 400 million such people in India. Not a small amount, right?

231

00:39:32.660 --> 00:39:36.839

Gaurav Gupta: To the right of the screen, You see, posters.

232

00:39:36.840 --> 00:39:49.830

Gaurav Gupta: being posted on, trees, on, on poles, on autos or the tuk-tuks, etc, etc, right? Now, what that leads to is.

233

00:39:50.140 --> 00:40:05.939

Gaurav Gupta: people are not able to really see them and find, you know, these kind of jobs in the vicinity, because these posters, they get torn, you know, they live over a period of time, whereas not... the relevant people may not be able to find them. The result of that

234

00:40:05.940 --> 00:40:20.830

Gaurav Gupta: is that people are not able to discover jobs and apply to them. And this predominantly happens for 70-80% of the small and medium... 70-80% of the jobs in the country, where the predominant

235

00:40:21.150 --> 00:40:25.829

Gaurav Gupta: job creation of Engine of India, which is small and medium businesses.

236

00:40:25.960 --> 00:40:36.149

Gaurav Gupta: they are following these non-digital methods to hire. So if you think about it, India as a country, digitally it has really advanced, but when it comes to livelihoods, both in terms of

237

00:40:36.210 --> 00:40:54.309

Gaurav Gupta: jobs becoming digital, or people being able to find jobs digitally with a profile, that's really broken. And it's so for 80% of the people. That's why India is a market where jobs are struggling to find people, and vice versa. It is not easy at all. In fact, a simple metaphor for you can be...

238

00:40:54.840 --> 00:40:58.989

Gaurav Gupta: Any of you as an individual, can you say and, can you...

239

00:40:59.630 --> 00:41:06.179

Gaurav Gupta: Or do you know how many jobs are in your vicinity in a 2km radius?

240

00:41:07.370 --> 00:41:10.700

Gaurav Gupta: I think that's a question on which each one of us stumbles.

241

00:41:10.880 --> 00:41:12.659

Gaurav Gupta: Right? We don't know.

242

00:41:13.210 --> 00:41:26.689

Gaurav Gupta: Even those who are digital, they also don't know the answer to that. So imagine the, the nature of the problem when 80% of the jobs are not even digital. You cannot find what's within a 2km vicinity.

243

00:41:27.520 --> 00:41:33.659

Gaurav Gupta: And hence, that creates the discovery paradox. I think a lot of us are used to using Uber.

244

00:41:34.060 --> 00:41:35.120

Gaurav Gupta: to commute.

245

00:41:35.500 --> 00:41:48.030

Gaurav Gupta: Right? And hence, to the left of the screen, you see that, you know, that you can easily hail a ride, and the driver can also easily find you. Why? Because both of them are blue dots on a map.

246

00:41:49.130 --> 00:42:00.850

Gaurav Gupta: Right? And that simplifies how ride-hailing can work. And likewise, such a thing has been applied in many different industries, and one has seen the benefits of following such an approach.

247

00:42:00.850 --> 00:42:14.019

Gaurav Gupta: You no longer have to, you know, go to the taxi stands, or call people, and you don't even know when will they arrive, etc. You just, you know, click a button, and the driver next to you finds you, and all of that happens in an easy fashion.

248

00:42:14.090 --> 00:42:23.730

Gaurav Gupta: The paradox is, that's not true in the context of jobs, and the stark contrast came through when we were going deeper into this and realized that

249

00:42:23.730 --> 00:42:37.599

Gaurav Gupta: There were jobs which were available with small and medium businesses within, forget 2 kilometers, 3 kilometers, within 500 meter, 100... 800 meter radius of the places where people were studying and getting skilled.

250

00:42:37.690 --> 00:42:50.319

Gaurav Gupta: But the jobs were not able to find people, people were not able to find jobs. Why? Because they were digitally dark. And hence, a question that we asked ourselves was, what is it that it will take to create blue dots

251

00:42:50.460 --> 00:42:58.629

Gaurav Gupta: For jobs, as well as for citizens, so that the two can find each other easily, and pretty much like how you hail a cab.

252

00:42:58.630 --> 00:43:10.809

Gaurav Gupta: And the driver also finds you. How can jobs find people, or people find jobs? Most importantly, in the vicinity, because everyone prefers a job in the vicinity within, like, a 2km radius, or things like that.

253

00:43:11.020 --> 00:43:12.520

Gaurav Gupta: To meet up? Cora?

254

00:43:12.520 --> 00:43:19.640

Jessica van Onselen: Sorry to interrupt, this is your friendly 3-minute, warning. Warning's a bit extreme. Time check, yes.

255

00:43:20.150 --> 00:43:32.209

Gaurav Gupta: All right, thank you. Now, in that context, hence, how do you take advantage of the latest technologies in terms of voice, in terms of AI, generative AI especially?

256

00:43:32.210 --> 00:43:44.210

Gaurav Gupta: So, in the interest of time, I'll not play these recordings, but what you will see is that here, there are youth, and there are small and medium businesses. Now they just talk to a voice AI agent, describe

257

00:43:44.270 --> 00:43:49.030

Gaurav Gupta: Who they are, what they have, what they have to offer, and the result is...

258

00:43:49.210 --> 00:43:52.019

Gaurav Gupta: They end up becoming a blue dot on the map.

259

00:43:52.610 --> 00:44:01.570

Gaurav Gupta: Now, this is in the context of a district in the country. And with this, now, in this district, in the country.

260

00:44:01.930 --> 00:44:12.630

Gaurav Gupta: jobs, people can find jobs within, you know, two bus stops away. One bus stop away, you know, that kind of a thing. Vis-a-vis not knowing where jobs are, and vice versa.

261

00:44:12.750 --> 00:44:23.640

Gaurav Gupta: And the key thing is that because of technology, you know, you can do that by talking to a bot in your local language, and the creation of Blue Dot takes just 2 minutes. Nothing more than that.

262

00:44:24.950 --> 00:44:33.379

Gaurav Gupta: And this ends up, hence, being the reaction of people, because what surprised many, many people was the fact that there are actually so many jobs in their vicinity.

263

00:44:33.700 --> 00:44:52.849

Gaurav Gupta: And there is so much of local talent in your vicinity. That was never obvious to people. But as jobs and talent became blue dots, and the two became discoverable, all of a sudden the realization was that the district itself is self-sufficient in terms of having enough local jobs and local talent, and the two can find each other.

264

00:44:53.460 --> 00:45:05.350

Gaurav Gupta: Some of the metrics that this thing has helped change is that conventionally, you know, it would take, 2 weeks or something like that to close a job. Now you can get it in 2 days.

265

00:45:05.900 --> 00:45:21.700

Gaurav Gupta: you had to... otherwise, erstwhile travel 20 kilometers to your job destination, now you can find jobs which are one bus stop, two bus stops away. That's the kind of a change that it is bringing about. Not just that, it is also bringing about a change in terms of creating economic and social value.

266

00:45:21.700 --> 00:45:34.319

Gaurav Gupta: Most importantly for that local ecosystem, local industry, local skillers, local people, so that everyone benefits from it, and when local people spend money in the local markets.

267

00:45:34.320 --> 00:45:40.359

Gaurav Gupta: It also adds to the local economy. And that's the kind of a change that it is unleashing.

268

00:45:40.450 --> 00:45:54.489

Gaurav Gupta: Of course, if you extrapolate that to just India as a nation, just in the context of livelihoods, these are the kind of numbers that pop at you, that, you know, this is the kind of impact that you can create in this space, just in livelihoods in India.

269

00:45:54.950 --> 00:46:07.900

Gaurav Gupta: Now, this is a slide which describes how something like this happens. I'll skip it in the interest of time, but what we started as an approach as one project in one district has already scaled to many different states and districts in India.

270

00:46:08.140 --> 00:46:21.289

Gaurav Gupta: That is one of the things which has been happening, because this is finding now significant traction as people realize India doesn't really have a jobs crisis, India has a discovery crisis, which the Blue Dots approach helps

271

00:46:21.450 --> 00:46:37.380

Gaurav Gupta: address in this context. Interesting bites, looking at the Blue Dots approach, now, beyond livelihoods, many conversations have started. So, for example, if you want nurses or househelves, how can you find them like a blue dot?

272

00:46:37.740 --> 00:46:57.279

Gaurav Gupta: if you are looking for schemes or services, how benefits can find beneficiaries and not, you know, run around and, you know, in that context. So many conversations have started in the context of diverse types of services and welfare where a similar approach can be applied. And the simple thing that we are doing to create these possibilities is

273

00:46:57.280 --> 00:47:02.920

Gaurav Gupta: That, number one, we have created what we did as an approach, as a shared pack of learnings.

274

00:47:02.920 --> 00:47:19.580

Gaurav Gupta: Second, as reusable digital public good components that any market, any player, can take and replicate so that they don't have to start from scratch. And we also enable them by creating prototypes, doing workshops to trigger further imagination and scenarios in this context.

275

00:47:19.690 --> 00:47:30.799

Gaurav Gupta: And if anyone is interested in terms of reaching out, knowing more about Blue Dots, this is a simple thing that you can scan, and you can do that. Thank you so much.

276

00:47:31.310 --> 00:47:48.680

Jessica van Onselen: Thanks so much, Gaurav. Fantastic presentation, so many great ideas in there. Thank you to all three of our speakers. So, remember to keep sharing any questions you have for today's speakers. I'm sure you had a couple sparked by that really interesting way of sort of overlaying

277

00:47:48.680 --> 00:48:09.950

Jessica van Onselen: jobs and geolocation, the importance of, sort of, youth employment really comes to mind as well. We've got some great questions from you already, so to ensure your question gets seen and not lost in the chat, just make sure you submit it in the Q&A, and thank you to those of you who have already done so. You can see that little Q&A tab at the bottom of the Zoom screen.

278

00:48:10.140 --> 00:48:18.949

Jessica van Onselen: The two case studies presented today are really only the tip of the iceberg when it comes to government information. If you're keen on reading more initiatives.

279

00:48:19.050 --> 00:48:22.309

Jessica van Onselen: Keep an eye out for the Edge 50 list.

280

00:48:22.310 --> 00:48:47.189

Jessica van Onselen: This is going to be published in early February, and it will showcase 50 of the most cutting-edge public sector innovations from around the world, so stay tuned for that. It's forthcoming, it's going to be so exciting. Okay, let's dive into the Q&A. We've got some lovely

questions here. I will throw them to the speakers. The first one I noticed came in for Friezo and Harry. It's from an anonymous attendee.

281

00:48:47.270 --> 00:48:55.110

Jessica van Onselen: How did you manage the dynamics of the bureaucrats that had set these boundaries in the first place? Friezo, do you want to have a first go?

282

00:48:56.120 --> 00:48:57.269

Friso Landstra: Yeah, sure.

283

00:48:57.730 --> 00:49:04.110

Friso Landstra: Yeah, so I think it's also referring to the poll we took about culture and organization being

284

00:49:04.240 --> 00:49:07.490

Friso Landstra: For a lot of innovation that we're doing.

285

00:49:07.690 --> 00:49:13.199

Friso Landstra: And, yeah, so what's interesting is that, and I think Harry can tell there a little bit more, but we have...

286

00:49:13.200 --> 00:49:33.939

Friso Landstra: like, these defensive routines within public organizations that... routines wherein you gave arguments for, keep on doing the standard. And we have, like, these defenses routines we've made ourselves accustomed to, just to make, actually, any form of innovation harder to implement.

287

00:49:33.960 --> 00:49:41.420

Friso Landstra: And I think that in our method, it is also placed in those... in the triangle you saw. So, like, the three most...

288

00:49:41.450 --> 00:49:48.870

Friso Landstra: Forthcoming defensive routines is, how can we pay this? This is going to cost us a lot of money, or which laws are in the way?

289

00:49:48.870 --> 00:50:11.749

Friso Landstra: We actually found out that just by answering those questions beforehand, just by when entering the plan, that we could tackle a lot of those questions, which, in the minds of people, were really important, but when you really start to figure out what's actually the cost, for example, of a solution for Marcel, it's actually saving a lot of money. So we're actually... it's like bureaucratic Yudo. We're using the...

290

00:50:11.780 --> 00:50:17.189

Friso Landstra: The commentary of bureaucrats to actually show them that it's a really good idea.

291

00:50:18.230 --> 00:50:21.170

Jessica van Onselen: Harry, do you want to add anything to Friso's comment there?

292

00:50:25.830 --> 00:50:41.859

Harry Kruiter: Yeah, no, I think his explanation is, is great. It's by, like, the most important to... that's maybe why it took 50 years, is that we do it by action research. We just toss plans after plants after plans at bureaucrats, and by their reactions, we...

293

00:50:41.860 --> 00:50:49.719

Harry Kruiter: built a defense, and I studied a lot of defensive routines, so we know how to tackle it, but we also know

294

00:50:49.720 --> 00:51:05.380

Harry Kruiter: that helps for one plan, get breakthrough bureaucracy. In the long term, you have to learn to adopt your system to it. So it's a short-term medicine in helping individual people, and the whole method with the data behind it, helps systems transform.

295

00:51:05.730 --> 00:51:10.080

Harry Kruiter: So it's a two-edged sword on... And it sounds like real.

296

00:51:10.080 --> 00:51:31.189

Jessica van Onselen: really going in with that evidence and making sure you're sort of explaining the benefits there clearly. I'm going to also note that Jen has requested, do you have the materials explaining the breakthrough method and the framework in English? She's popped her email address into the Q&A. I will not read that out, obviously, but someone very keen to learn more there.

297

00:51:31.250 --> 00:51:51.209

Jessica van Onselen: Gaurav, I'm going to come to a question here from Lara, and I think what Lara seems to be honing in on here is really about change management as well. Let me read her question. Is the uptake for blue dots good? How do you change culture on this when people are used to posting jobs, et cetera, in more traditional ways, in this case on trees, etc?

298

00:51:51.210 --> 00:51:52.930

Jessica van Onselen: Gaurav, tell us more about that.

299

00:51:53.440 --> 00:52:06.689

Gaurav Gupta: Oh, that's an excellent question, actually, because, you know, I think one thing in life which is hard... hardest is change. Though, of course, you know, change is the ultimate constant at the same time.

300

00:52:06.690 --> 00:52:19.559

Gaurav Gupta: So, so in this context, you know, it's the benefit that basically brings about that change in the minds of people, right? Because when you're especially looking at small and medium businesses, and,

301

00:52:19.560 --> 00:52:26.119

Gaurav Gupta: they are using more conventional methods in terms of how they post jobs otherwise. But with this, when they realize

302

00:52:26.120 --> 00:52:49.100

Gaurav Gupta: the job, A, becomes visible. So the first excitement for them is to see themselves on the map in itself, that, you know, I'm becoming a blue dot, here I am on the map, that itself is excitement. Number two, with that, now when they receive applications from the candidates, and that starts happening in minutes, in hours, and not in days and weeks.

303

00:52:49.160 --> 00:53:05.610

Gaurav Gupta: that starts changing behavior. Because conventionally, when you look at the small and the medium business, see, they don't have large HR teams, they don't have, you know, large placement consultants, and so on and so forth. So, they typically struggle day to day

304

00:53:05.790 --> 00:53:23.270

Gaurav Gupta: to find this talent, relying mostly on either word of mouth or these conventional methods, which means, number one, the productivity suffers, because if a candidate or a person that you're looking to find, you find it in over one month, two months, you know, that's just... that's a deal-breaker for them.

305

00:53:23.460 --> 00:53:24.980

Gaurav Gupta: Number two.

306

00:53:24.990 --> 00:53:43.829

Gaurav Gupta: even, they receive a lot of noise when you put out a thing on something like a tree, etc, because any random person will see it and give you a call, right? And, that just disturbs your day. So for them, the most important aspect here is the benefit that they see that, A, I receive applications within minutes and hours, not days or weeks, two.

307

00:53:43.830 --> 00:53:49.080

Gaurav Gupta: I get more relevant applications in this context, and that is the thing which

308

00:53:49.080 --> 00:53:54.599

Gaurav Gupta: eventually starts changing behavior. But let me also point out, have we really...

309

00:53:54.640 --> 00:54:08.749

Gaurav Gupta: crap the secret sauce of change, not really. What we are seeing is a lot of good, positive momentum and traction, but for this to become behavior which shifts, I think there is a journey to be made in that direction.

310

00:54:10.030 --> 00:54:25.570

Jessica van Onselen: Yeah, thanks, Gaurav. I'm going to click on the question of benefits here, actually. We've got time for one more question, and I'm going to put it to all three of you. My challenge to all three speakers is, can you answer it in a lightning round as quickly as possible here?

311

00:54:25.570 --> 00:54:50.539

Jessica van Onselen: So, John has submitted a question, and John, I hope you don't mind, we're going to take the liberty of tweaking a little. So, John is asking, to Harry and Frieza, are the budgets cut at the actors where the savings occur? And I think what John is saying there is, if you've got a clear financial benefit to a cutting-edge policy, edge of government, crazy

initiative where you're really trying to be out there, are the benefits immediately visible or felt by those that are, like, closest to them?

312

00:54:50.540 --> 00:55:03.379

Jessica van Onselen: the action, and if not, how do we communicate around that? I'll come... let me do, gaurav, I'll come to you first, then Harry, then Friso. Lightning answers on, how do you make sure that the benefits are felt where the action is?

313

00:55:04.660 --> 00:55:08.209

Gaurav Gupta: So, see, number one,

314

00:55:08.240 --> 00:55:26.249

Gaurav Gupta: it is the government also making an investment in something like this, right? And what they realize is that some of their conventional approaches may not have given them the right ROI in the context of what they were doing otherwise. And typically, if you as government are trying to do everything by yourself.

315

00:55:26.250 --> 00:55:36.189

Gaurav Gupta: that itself becomes a big challenge. So this aspect of co-participation, of me doing something, ecosystem doing something, brings down, number one, the effort.

316

00:55:36.190 --> 00:55:52.140

Gaurav Gupta: Number two, the involvement and the ability of something like this as an initiative to sustain and, you know, innovate further. So that itself is the first benefit when I'm talking about it from the lens of the government or in the markets. Now, looking at it from a citizen's lens.

317

00:55:52.160 --> 00:56:00.980

Gaurav Gupta: What changes for them is, you know, number one, what I can find, which I can avail, which I could otherwise not.

318

00:56:00.980 --> 00:56:14.230

Gaurav Gupta: Otherwise, I'm digitally dark. I don't even know of things like that, right? So for me, that becomes the benefit, and the cost of doing this, as far as the citizens are concerned, because the rails get funded by the government is actually next to zero.

319

00:56:15.050 --> 00:56:27.899

Gaurav Gupta: So I just stand to gain from it without nothing to lose as a citizen, and for governments also, the cost of doing this comes down when the ecosystem also participates along with them and allows it better chances of success.

320

00:56:29.190 --> 00:56:31.749

Jessica van Onselen: Brilliant. Friezo, Harry.

321

00:56:32.620 --> 00:56:46.040

Harry Kruiter: Yeah, if I can start. I think, great question, because we see if you only use our method and don't change the financial structures over time, it will never...

322

00:56:46.140 --> 00:56:55.730

Harry Kruiter: really make a change. So we always say, first year, take to learn the method, and because we take all those cost-benefit analysis, after then, you can start

323

00:56:56.240 --> 00:57:06.410

Harry Kruiter: reconfiguring your finance, and we mostly do that with, first, get little money, we call it bureaucracy-free money.

324

00:57:06.560 --> 00:57:17.529

Harry Kruiter: To do those breakthroughs, and just put with all the different financial streams, put the pot together, and then see who benefits the most, and if the pot is empty, you will fill it accordingly.

325

00:57:17.690 --> 00:57:33.930

Harry Kruiter: And that will really help people get out of the wrong pocket ID, because we call it bureaucratic problems, but mainly it is wrong pocket problems and financial pockets, so for a large part, we have to change those financial arrangements in the end.

326

00:57:34.300 --> 00:57:39.540

Jessica van Onselen: Frizo, one sentence, two sentence on this, and then I'm... then we're gonna move to wrapping up.

327

00:57:39.790 --> 00:57:52.779

Friso Landstra: Yeah, so I think, yeah, it's beautiful, because this is the heart of, I think, the problem we were having, and the thing we're also doing now, so we've been helping a lot of individual citizens, but the past 5 years, we've all been helping neighborhoods and whole towns.

328

00:57:52.780 --> 00:57:59.329

Friso Landstra: And then you see that the scaling is also becoming important for how you organize it in organizations. So making revolving funds

329

00:57:59.330 --> 00:58:16.160

Friso Landstra: in which you have, like, this bureaucratic free fund which you can pay, like Harry said, and that the partners pay back for all the benefits they have, or actually a percentage of the benefits they get back, that really creates a leverage tool to scale it to a lot of more citizens.

330

00:58:16.660 --> 00:58:24.989

Friso Landstra: But it asks for a little bit more bureaucracy... a different bureaucracy than we've been doing now. So, it asks for new bureaucracy, and that's what we really love about it.

331

00:58:26.090 --> 00:58:39.119

Jessica van Onselen: such smart questions today, and just such smart answers as well. I feel like we could kind of carry on this conversation all day. It's so exciting to think about these really cool experiments that everyone is conducting.

332

00:58:39.120 --> 00:58:58.769

Jessica van Onselen: Fantastic, we are reaching the end of today's session. To wrap up, we've got a bit of an apolitical tradition of the one-word takeaway. What is your one-word takeaway from today's session? We would love to hear from everyone on the call as well. So Abir, Harry, Frieza, Gaurav will give you a second to think about what your one-word takeaway from today is.

333

00:58:58.770 --> 00:59:09.989

Jessica van Onselen: I'm going to just quickly talk about, something else before we get... we come back to you while you're thinking of your one-word takeaway. Let me go back, and let's do those first.

334

00:59:10.120 --> 00:59:11.090

Jessica van Onselen: So...

335

00:59:11.290 --> 00:59:26.999

Jessica van Onselen: Let's first will give all of our speakers a round of applause. I think they've all been fantastic. Virtual round of applause, absolutely fantastic. Thank you to all of you for engaging on the topic, it's been really fantastic. What has been your one-word takeaway? Abir, I'll come to you first. What are you going to take away from today's session?

336

00:59:29.110 --> 00:59:32.930

Abeer Tahlak: Permission, giving yourself permission.

337

00:59:33.410 --> 00:59:33.940

Jessica van Onselen: Lovely.

338

00:59:33.940 --> 00:59:35.540

Abeer Tahlak: Find things out.

339

00:59:35.890 --> 00:59:36.650

Jessica van Onselen: Fantastic.

340

00:59:36.650 --> 00:59:37.020

Abeer Tahlak: Yes.

341

00:59:37.020 --> 00:59:40.880

Jessica van Onselen: Harry, Frizo, Gaurav, what's your one-word takeaway from today?

342

00:59:45.580 --> 00:59:54.309

Harry Kruiter: I just have an image, those posters Gurav, pictured up, that will be in my mind as a visual world. Yeah, yeah, yeah.

343

00:59:54.410 --> 00:59:55.719

Jessica van Onselen: Right image.

344

00:59:56.570 --> 00:59:58.700

Jessica van Onselen: Laura, your one word? Sorry, Friezo.

345

00:59:58.700 --> 01:00:14.249

Friso Landstra: Now, for me, it would be, I think, making the possibilities visible. I think I see in the story of Gaurav, that's really clear with the blue dots, and I think in our case, it's making the return on investment and the better help for citizens. It's all about making things visible that are now invisible at the moment.

346

01:00:14.250 --> 01:00:19.230

Jessica van Onselen: Definitely not word freezer, but I'll let it one word freezer, but I'll let it go. Gaurav, what's yours?

347

01:00:19.600 --> 01:00:21.530

Gaurav Gupta: Mind-opening.

348

01:00:22.050 --> 01:00:22.720

Jessica van Onselen: Fantastic.

349

01:00:22.720 --> 01:00:26.960

Gaurav Gupta: When you see possibilities, that's what happens. It opens up your mind.

350

01:00:27.410 --> 01:00:28.580

Jessica van Onselen: Brilliant...

351

01:00:28.710 --> 01:00:53.620

Jessica van Onselen: Before you go, we're going to pull up a quick poll, just to see how you enjoyed today's event. On a scale of 1 to 10, please rank your agreement with this statement. This event was a valuable use of your time. 1 meaning no, and 10 meaning yes. And while you're doing that poll, we've had some questions about this, I see, from Maya as well. I'm very excited to say that the Edge 50 will be released on February the 2nd on the brand new Edge of

352

01:00:53.620 --> 01:00:54.710

Jessica van Onselen: government hub.

353

01:00:54.710 --> 01:01:10.979

Jessica van Onselen: The Hub will be a dedicated space for public servants everywhere to be inspired to move bold ideas into public sector impact, so look out for the Edge 50, a list of the

most cutting-edge initiatives, as well as interviews, case studies, and master classes. You are not going to want to miss it.

354

01:01:11.110 --> 01:01:34.019

Jessica van Onselen: That is all we have time for today. We hope you found it helpful, and we really look forward to a huge thank you to all of our speakers. Look forward to seeing the age 50, everyone who made today happen and took a moment out of your busy day. Keep an eye out for an email coming this way with today's recording and resources, and don't forget to find a post in the community. You can share what you thought about today, that would be great.

355

01:01:34.020 --> 01:01:38.089

Jessica van Onselen: And lastly, we hope to see you at another apolitical event soon.

356

01:01:38.090 --> 01:01:41.519

Jessica van Onselen: Have a wonderful day. Thank you, everyone. Thanks to our speakers.

357

01:01:41.570 --> 01:01:43.799

Jessica van Onselen: Keep in touch. Bye!