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PODCAST SERIES: POWER TO THE WHO

Episode 5: Santiago Amador, Executive Director, iBO Lab (Bogota Innovation Lab), Colombia

Carlos 00:07

What is the future of governance? How do governments innovate with citizens, not just for citizens? Power to the Who built on our recent work at the innovation initiative of the Massachusetts Institute of Technology Governance Lab. At the lab, we work with reformers, public service leaders, technologists and designers at the heart of governance innovation, where new solutions tackle complex problems to improve the relationship between citizens government and civil society. I'm Carlos Centeno, your host and Associate Director of Innovation at the MIT GOV/LAB. And this is Power to the Who. The city of Bogota has seen dramatic changes in the past decades. It has witnessed periods of violence and periods of prosperity. In the middle of it all, a group of governance innovators have been trying to change the city through design. One of them is Santiago Amador, Executive Director of iBO Lab, the innovation lab of the city of Bogota. And it all started with Santiago listen into truck drivers.

Santiago 01:09

So I used to work, I remember like 10 years ago, maybe a little bit more, I will say maybe 15 years, I was working for a small production company, a public company, in like La Guajira in the north of Colombia, Manaure. And we were supposed to solve, because the community was like, there was a riot at that time, because of the salt transporters that used to transfer salt from one place to the other, they were fighting against each other. And we have to solve the problem. And the common approach is to call the police and finish this riot. But this just don't solve the problem. So we decided to sit down and understand why is this problem happening? And try to understand what was happening at that time, we sit down in the same table, the governor, even the indigenous authorities, the drivers of the trucks, and some official and executives from the company, and tried to understand what was happening there. And the solution was very simple. But it was totally bottom-up solution. And I understood that day that the government should be more humble and start listening. That's why I always say innovation is just listening. In Spanish, "innovación es escuchar, escuchar es innovar."

Carlos 02:42

And what was the solution?

Santiago 02:45

I mean, they were the truck drivers, they are paid via the numbers of travels full of told that they managed to do. And they and they have to go at 9am or 2am, at starter line to be the first loading their trucks. And they don't even sleep. And they were so mad because sometimes the salt was finished before they were able to load their trucks. The solution was very simple, very simple. Just like in the school, we set a list, say "okay, you go first, you go second, you go third." So you don't have to add the

times. So you don't have to be very early in the morning wait. We assigned a time slot, so you have to charge at nine and then you go and you charge at nine, you don't have to be from 1am. You just go 9am and load your truck. It was very simple.

Carlos 03:50

And how did they receive it?

Santiago 03:52

But they need, yeah, but they need an authority that they respect. In this part of Colombia, the company had in their authority enough to set this time slot system. So we claimed the indigenous authority, that the respect to be the guarantor of this list and types. So this person delegates, we call a load supervisor, to guarantee that we're going to, we're going to load trucks in a strict order of this list. It was very simple. But that came from them. They decided how to do it. So innovation is not about it's not about complexity. One solution could be very simple, but bottom-up, co-created with people.

Carlos 04:43

Yeah, and that's very interesting because we hear a lot about you know, digital transformation and sometimes it misses the mark on the basics of governance, which is some of the things that you mentioned in this very simple solution. One of them was transparency. You know, creating this list gives them the transparency that they can all expect to abide by the same rules. Two, representation; they govern themselves in this process as the legitimate authority in the process. And I think for the government responsiveness, you know, you had, you listened, and you responded with a solution, and you both, they also listen to you. Sometimes I hear about digital innovations or digitizing the tax service, and it's just a portal online and that doesn't really fix the issue, which is governance.

Santiago 05:33

Carlos, it was the first year in 60 years without some transporters' riots, the first in 60 years. It's crazy.

Carlos 05:45

And that's, the other thing is like, you're helping to solve some issues that are long standing. And it's not just, you know, because people sometimes think of public innovation as a service design only. But you're also resolving conflict between communities, maybe with a particular change in the process, you're mediating as well. It's very different from when people think of designing in the private sector. So let me let me ask you to take us a step back and you're in this area, in La Guajira, which is this area where the truck drivers were working, and then this kind of light bulb for you and you thought, "This is it. This is my thing." What happened after?

Santiago 06:31

Yeah, but again, as I mentioned before, we didn't use the social innovation or even the innovation word at that time,

Carlos 06:41

Right, yea.

Santiago 06:43

But that day, I said, I mean, because I love the public service, and I have been working in the public service for the last 20 years. But that day I said, we have to transform the way we relate with citizens. And I start thinking a concept that I am applying these days, which is collaborative government is working, not for the citizens or in the name of the citizens, but with the citizens. It's to make democracy even deeper. Not representative democracy, or participatory democracy. But to apply collaborative democracy, working with citizens to tackle the problems. It's how to involve private sector, social sector and even local authorities, but also local informal authorities in problems, understanding and problem solving, working government, private and social in the same purpose, how to tackle social problems. Social problems are complex, most of them are complex. So it is arrogant for government to think that you're going to solve only with the bureaucracy knowledge, with the knowledge of the bureaucrats. You need to be humble, and go and talk with the communities. I remember that at that time, I always think that politicians or important people used to talk or give speeches to citizens. This is a different approach, it's listening, how to listen. And I think one of the greatest way of listening is design and social methodologies, and design and maybe design thinking methodologies, and social innovation methodologies. I think you mentioned two very important words for this. The first is how to make design systemic and systematic, both are important. Systematic is be conscious about the methodology that is behind the way you're working with communities. I think this is something that you can do many times, not only just once, so how to document the process. Also to understand that every single community is different. And you have to adapt the methodology because you have to design with the communities. You cannot have a recipe. But design methodologies that are more common today are the perfect common ground to have this conversation with communities, for instance. Systemic thinking is how to understand problem from different perspectives, not from just one perspective and try to solve symptoms and not causes. That's why if you use design, I mean, this curiosity and this creativity of the designer is key to understand the different causes of a problem and understand that the problem is a part of a system that has a lot of actors involved. And I think after a year or so, we started to learn about design methodologies, and how designers approach from design, and we try to adapt this way of thinking, this way of working to tackle social problems. And I think, for me, it was a revelation, because sometimes it was just to reproduce something that I used to do organically, without knowing about any design methodologies or any design process. But for me, I think is the perfect framework to understand and tackle these social challenges.

Carlos 10:40

Yeah, absolutely. And you mentioned the systemic way of designing in Bogota. Do you think, I mean, seeing the progression of the city from a city that in the 90s was a challenging place, to the changes that they went through later on and what it is today, how important is it to look at all the pieces that are constraining your design, making it very challenging to design something for the public? For example, how do you design a public service in a city where some areas might be too insecure, or too unsafe, or citizens to receive that service? For example, public transportation, or any kind of service. How do you design around that, and maybe tell, if you can tell the audience a bit of context of Bogota in the 90s, Bogota in the middle, and Bogota now.

Santiago 11:33

Colombia in general, but also Bogota, used to have very difficult conditions to innovate in the 80s. We were, or the institution at that time, or the drug dealing dynamics, I mean, politics and ideology, capture the way the public sector respond to problems - this approach of politicians giving things to citizens, instead of solving problems. And I think institutions and institutionality have changed a lot in these four years for different reasons. And I think every mayor has or introduces different advancements on this. One of the of the main that I want to highlight here is Antanta Mockus that introduces this Cultura Ciudadana, or citizen culture, or citizenship culture, on how to give some agency to the citizens, not only as a resilience of money or subsidize, but also as change makers as important actors on social change. Give them back the agency to the citizen and they develop this approach based on systemic thinking and behavioral science, we call cultura ciudadana, on how to change behavior of the citizens, how to make them pay taxes on time, or even more taxes than they do, or how to make the citizens to respect norms, to recycle, to better drive in streets.

Carlos 13:23

Can you give me an example of how he did that? There are some really good stories there.

Santiago 13:29

There are a lot of good stories, for instance, they use clowns and mimes, mimos in Spanish, in the intersections, made them people respect these pedestrian crosses, because these used to be complicated, but are using different approach to the public sector like cultura ciudadana, behavioral science or systemic thinking to change the way public servants now approach and understand problems. I think it was like a very important change in the way we think. And also the OECD, and other agencies started to talk about how to change this mindset on how to approach and solve problems in the public sector. And I think they have changed a lot. And one of the things that have changed, as well, is how to break down silos. Public administration works in silos, or are used to work in silos; the secretary of education, the secretary of environment, the secretary of urban mobility, for instance. But now there are problems that need all the sectors working together. And the best way of working together is using these design methodologies, because we have to sit and work together, and public sector is not I mean, it wasn't used to do it that way. So day-by-day, year-by-year, we started to change the way we think or the approach we use to tackle and solve social problems. And I think I mean, a lot of things have changed in the last four years. But I will say, first, we rescue the institutionality. We put away this ideological and politics way to capture, I mean, the approach to social problems. And also the introduction of new approaches on how to solve public problems coming from IADB, coming from people that went to universities, okay, and then come back with new frameworks and approaches.

Carlos 15:48

Just as a recap, you went from a substantial list or throwing money at the problem kind of government to a more understanding way of working with citizens with Mockus, who was the mayor of Bogota for a few years in the 90s, to a more connected population with the problems of the city, to now a more systematic way of understanding problems and challenges and how to design solutions to those challenges. And it goes back to what you were saying innovation is not super fancy, flashy stuff. It's in a way "la innovación es escuchar" or "innovation is listening." And tell me, now that you're in iBO Lab, maybe tell us what iBO Lab is, how it started. But it's at this point that we find ourselves right, we've

arrived at the moment when we can use design as a tool in public sector innovation. And here comes iBO Lab. How is it founded? How do you get involved? Where do you see it going?

Santiago 16:50

First, Carlos, I want to mention that we haven't finished this part to transform the public sector in innovative sector. Why, for instance, if you want to hire new talent, we call weird talent. For instance, a data scientist into the public administration is so difficult, you want to bring an artist, but if you want to bring a social entrepreneur, within the public sector is very difficult. We are very accustomed to hire an economist or hire lawyers or hire political scientists. But if you want to hire for example an architect, they're really good at innovation, it's so difficult. So we have also I mean, we still have to change a lot to make the government a place to innovate. One of those is talent, when I mean, we need that talent revolution within the public sector. Could be retrain or reskill the actual public servants or to hire new talent to complement the actual one. How magic would it be if we can put a lawyer working with a data scientist with a graphic designer all together in an intrapreneurial way? Well, one of the things that I mean, we are working, we are working to understand, which are the enablers of public service. What are the enablers and there are a lot of them. Technology acquisition, for instance. Innovative, innovative ways of procurement, because sometimes you procure or you buy things that already exists, but what happens when when you need to solve a problem? I think that there just doesn't exist, you have to design it, even with the contract or with the vendors. You have to sit down and change the approach of typical acquisition of goods and services, and change your mindset to understand with the contractor, what do you need, and came up with solutions that doesn't exist in the market. This is a new approach. We also need to bring more people, more creative people within the public sector. We have to build into intrapreneurship, we have to build innovation processes. There are a lot of enablers that we have to put in place in order for the government to innovate. So we're only in the halfway. At least we have already changed a little bit. We have to, we have to change more. That's why places or approaches like, like innovation labs are now a trend these days. I think the first public innovation ladder I have in my mind is the MindLab in Denmark. And then the Public Innovation Lab in Mexico City and nowadays there's a lot of public innovation labs since. At the beginning, people tend to think that okay, these are trend, "is amora" to have to have public innovation labs. But regardless of the name you put to this approach or this strategy, it is very important to have a group of people conducting a different approaches to tackle the common problems, especially those that you haven't been able to solve for the last four years. Because politicians tend to do the same thing. One, and again, and again, and again. The insanity you know, expecting different results doing the same thing. So public innovation labs are refreshing because allocate some people and resources to do things differently, using different approach, more human centered design, breaking silos, then putting experimentation on how to solve and tackle problems. That's why a public innovation labs are now I mean, maybe they're a trend, but now are also important. I am part, I direct iBO. Innovation Bogota is a public innovation laboratory and we do three things. We are solution makers. So we apply a giant methodologies to actually understand, do research, ideate and prototype solutions for structure. So we call solution makers, making the solutions. We also have an a second pillar, which is capacity development. We have to develop capacity within within the public administration. To innovate is not that easy. A lot of public servants have more than 55 years and they are not very prone to apply new methodologies, or new approaches or new technology. So we have to build capacity within the public sector, to being able to observe and conduct innovation regularly, not anecdotally but a systemic way of doing things. So this

is our second pillar. And our third pillar is how to foster an ecosystem. Because it is insane to think that the public sector is the one that is going to introduce the innovation within the public sector. Maybe are the startups, or the GovTech startups, or is it an EdTech or FinTech or HealthTech, in agriculture and technology startups that are going to come up and introduce innovation within the public sector. So the third pillar is to foster the innovation ecosystem with the private sector, with entrepreneurs, with social entrepreneurs, with social innovators, all of them working for the same purpose. So, the SDG approach, sustainability development goals approach, and we put a lot of different actors working in this conversation, how to tackle social problems. So, as I mentioned, we want to erase the barrier between public and private and public and social sectors on the tackling of social problems.

Carlos 23:37

And let me challenge you there, because there is a lot of controversy, not a lot, but there is controversy around should the public sector be innovating, should they be bringing in talent to design product managers, design engineers? What is the reason for the public sector to build in-house capacity to innovate or design versus the contracting or relying on the private sector or startups?

Santiago 24:03

Okay. I agree with the fact that it is very difficult to innovate within the public sector for many reasons. One of them we have this, it is this "Principio de Anualidad" is this principle in the public administration in Latin America that you have to make a budget for this year and spend the money of this year. So if you will conduct a process that takes two or three years it's very difficult to conduct because you have to spend all the money for this product in the same year. It is also very difficult to innovate in the public sector because you cannot acquire the talent you need. It is very difficult to innovate in the public sector because experimentation with public money is so risky for the public servants so you don't want to experiment there. It is very difficult as well, because you don't have cutting edge technology, it is very difficult because if you want to hire someone to conduct our simple tasks that requires just one day it is very difficult to hire someone in the public sector. It has been difficult because you don't have agile methodologies implemented. So it is, it is actually very hard. But at least you have to have some people, not all of them, but some people that are prone or are willing to relate with the innovation ecosystem outside. You have to bring some I don't know permeability? So permeability to the public sector. So you have someone to talk within the public sector. Because if you're an entrepreneur, you have this amazing solution, you want to approach to the public sector, nobody is going to listen, because they're not going to train what is happening in the real world in terms of innovation. So you need this counterpart within the public sector. Also, you can innovate, maybe not a huge innovation, but you can do with frugal, frugal innovation within the public sector with the things that you have. How to make the procedures easier for the citizens, how to make the language more clear to the citizens: those are innovation exercises. And maybe it's not a huge innovation, but it is really important. So we knew we need to bring private innovation within the public sector. But also, we need to train and build capacity within the public sector. I think it's both, it's demand and supply. We need to train the demand of innovation solution. And we need to train the supply as well. And I will say public labs are a neutral field where the public and private converge and work together. That's why we're working on opening the region. The lab currently is working in a beautiful project, which is we are doing just one part of this, which is district care system or care blocks, "Manzanas del Cuidado". What are we doing there, or the city is led by the Secretary of Women and the Mayor's Office directly. We have this vision

of 360 services for the citizens nowadays, or previously, if a citizen wants to have a service, has to knock in every single agency to ask for a service. Now we are changing the approach, we are putting all the services in the same block to attend the same population. In this case, we are attending to caregivers that are mainly female that have been taking care of others since they were nine and now they're 45 or 50 years old, and they haven't finished their school, they don't know, they don't know how to ride a bike, they don't have time for themselves. And now what we are doing is we are putting all the services in one place so we liberate time for those woman to actually complete the project of life. For instance, a woman come to this care block, we do the laundry for them in public laundromats that are paid, we do the laundry for them. We take care of the people that they have to take care of, for instance, the elderly, the child or people with disability, so we take care of that people, we take care of their clothes. So we liberate time so they can finish school, they can learn how to ride a bike, or they can just actually relax in a pool or in a gym, because they are not accustomed to this. Within this beautiful project, the iBO or the public innovation lab is working on a prototype on how to register the service provision. Nowadays, when one of these women come to the curb look, they have to perform for every single service that they're going to receive. And it takes, for instance it's a yoga class, it takes 20 minutes registering to this service, it takes a lot of time of the one hour class, 1/3 of the class, just filling a form. And they have to fill a form for every single service they are going to receive, which is crazy. So they are tired to do this. So what our solution is how, I mean, if they fill just one form, one form once, how to make the registration process in each service easier. So we are developing a card with a code that could be read by a cell phone of the teacher of the yoga class, for instance, Ali, if you read this, you built a database based on the data that was collected the first time. So we are reducing the registration time and also, we are getting better data on the service provision. Very low tech, we are using a card, we are using a chat board within the WhatsApp, we are using the camera of the service provider cell phone, it's a very easy prototype to build. But what is interesting of this is that we actually go and ask the woman that are beneficiaries of these programs, or the service providers that has to fill out the forms, we actually ask them and work with them in the easiest way to do it. At the beginning, for instance, we say okay, if they bring their ID, we can do it just using the ID. But it's not that easy. They don't carry the ID because they are afraid to losing it. So they don't carry this. So we conducted a research workshop with them to understand which was the easiest way. And the normal approach is to come up with a solution from a desk, but not asking people. So we have been designing and testing the best solution possible working actually with the beneficiaries of the program. And I think we came up with a first really, really good prototype that is going to develop belonging to the care block, and also is going to make easier and faster collecting the registration data for the services. Do you have an example because you I know you have an example of the city blocks program, I forgot the actual name, but how you use design to improve something in a public service and maybe talk about how that's something that could only happen within the public sector and not in the private sector.

Carlos 32:24

That's great. In a way you try to understand the women in this project as design project in itself, where you would see the design constraints of their day to day to improve and fully realize themselves, which were you know, the tasks that would prohibit them from finishing a degree like you mentioned, or going to exercise, or you basically freeing these people up by applying design and understanding where the blocks are or the constraints are and you're you're putting them all together, all the services of the city together in this block and making them accessible with with a card. So thinking about everything we've

we talked about before, is this like the beginning of the integration of citizens as designers themselves, to think about what do I need to do as a citizen to design a life that would allow me to be a better citizen? Or how do I connect with my city so that we both work towards a better, more transparent relationship? Where I know where the services are? I know, I don't have to fill 20 forms to get the services. What is this vision for the future based on this project?

Santiago 33:48

This is actually a really good question. We definitely, but genuinely believe that the knowledge for design comes from citizens, comes from, in this case, from these women that are beneficiaries of the programs. We are giving back then agency as I mentioned, they are designers, actually I'm a lawyer, and I always start to wear this shirt that say designer. I want to consider myself as a designer, actually I'm a public servant. What I think I have the right to design and I think citizens have the right to design is giving that responsibility on how to solve problems. Not an existentialist, like a victim. No, they are actually protagonists of the design process, we design with them. For instance, in this case, because the easiest way is to take your ID and a digital reader of your ID. Two things, they don't want to use digital reasons because they are afraid of them. They don't want to carry the ID, because they are afraid of losing it. So we are actually listening, we are actually working with them. If you see the pictures, you see even from these blocks working with us, developing these solutions. So now, we expect that they're going to use it, because they design it. So definitely we apply participatory design, or communitarian or community design, is a way of of design thinking that get involved communities within the process. And definitely, yes, this is a huge part of our DNA as a lab. And if you see the pictures of, of us working, is always with someone else. We believe in this bottom-up approach. I mean, actually, the way we're doing things right now is top down and it's not working. You see a lot of boxes with forms that haven't been processed, because it's very hard when you accumulate 1000s and 1000s of forms, how to make these forms digitally, it is impossible. So you see boxes and boxes and boxes, mean towers of boxes of these on digitalized forms. So we will leave with that, we cannot maintain the status quo in this case, we have to change. And there is a lot of resistance because they say no, I need the sign of the person here, I need to see that they are writing this. And they actually think that they need it. So we have to convince and change the culture. No, you don't need it. And that's why you don't need it. And one important thing is for us, the design or the empathy archetypes are three: the beneficiaries of the program, the second are the public servants that have the duty to do something, and sometimes the person who is causing the problem. So we have three empathy archetypes or people that we are designing for, these three: beneficiaries, the public servant that has the duty to do something and we have to make the task easier, or even the person who is causing the problem. So we have these three empathy archetypes, and we work with all three altogether.

Carlos 37:30

I really liked what you said, the citizen as the protagonist of the design. And I think having these three archetypes of you said of of users is super important. A lot of times you see government designing for one user, the citizen, but it's lost this almost system or living relationship between the frontline worker or the civil servant providing the service, the citizen, the problem, the person with the problem that you're mentioning, or the person that is causing this problem, which sometimes can be the frontline worker, because they are asking for too many forms, there's a blockage, the citizen can get what they need. So I really liked this idea. We're working on something similar at the lab, is understanding how do

you design for the relationship between these parts, not co-design, so not designing for the frontline worker and the citizen so that they both see a service that works for them, but actually designing for that relationship so that there is a relationship that is transparent, that is accountable, and where the government is responsive. Is that something that's, just to wrap up the understanding of where design connects with governance in the city of Bogota, is that something as you were talking about these three pieces of archetypes that you're looking at, the transparency in our relationship, how is that?

Santiago 38:54

Exactly, when you when you are designing an object, sometimes it is easier to think that you are designing for the beneficiary of the problem. But when you are designing a service, you are exactly as you mentioned, you are not only designing a result, you are designing a relationship, I use your experience. And in public sector, user experience is key. Because you're building trust with citizens and governments. You tend to think I mean, in other democracies like maybe in Sweden, they have a very strongly relationship between the governance and the citizens. But in Latin America that's not the case. You always look with suspicious to avoid certain always. You don't trust. You think there they are, they have old monitors. You think they're in, they're not innovative. So at the end of the day, we are developing better relationships between public sector, public servants and citizens, we are reconfiguring the trust between them. We're creating a new social contract. I know this sounds like a megalomaniac or something, but no, we are designing a new way of interaction. That's why we call collaborative government, a new way or a new approach, making the citizen co-responsible with the assignment of the public services. In other democracies, as I mentioned, they go to a city council and give a new idea and they implement it. But in our democracy, it's not like that, there is a huge distance between citizen, politicians and governments.

Carlos 40:44

And I think that's so important for people to understand who are listening to you, Santiago, because design is not the same at all in Scandinavian countries and the UK and the US. And, you know, even within governments, even within Colombia, I can imagine if you go to Manizales, the government is very different. But in general, I think there are constraints in the type of democracies with a context and history where there is maybe a distrust in public servants or the things are, you know, expected to be very slow, for example, I think that this, the thinking of designing, like you're saying in a new way, as a new social contract, reestablishing that relationship as a transparent relationship is a huge part of design that sometimes people don't think about when you're designing in, I don't know Denmark. And that's why I really like talking to people like you who run an innovation lab in a city where the historical context is super different and requires other kinds of skills and approaches.

Santiago 41:48

Yes, and I think you touched one point that that I want to expand. Not all the innovation labs are using design. Our lab is very focused on design, because innovation could be public procurement, innovation could be I mean other approaches, but the design one is not present necessarily in every single lab. So we are taking very seriously this concept of public design. There is a famous book of from Chris Basin is Public Design. And actually, I run a company, I mean, as head of a public innovation, I run a, the name is Public Design, Diseño Público, is how to bring this design methodologies within the public sector to design interactions to design services, to design products, to assign I mean, to solve

problems, and their design a good, very good common space. I compare the design process with what we call in Spanish "la comunión," like eating together. You unwrap food, put it on a table, have a topic of discussion, and it's like a working and eating together. For me designing is like a community, it's the same as la comunión, because you sit with other people, we sit with strangers, unwrap things, have conversations, and then ended up eating together. For me, that's why for us design is a key part of the process of innovation. Because design is this space when you eliminate hierarchies between citizens and government, you are all the same, you acknowledged that they have a knowledge that you don't have, they know how things work in the neighborhoods, for instance, maybe you have some expertise in other things, but they know what they're talking about. They know for instance, they don't seem to, they don't carry their IDs. So they're providing useful knowledge. That's why innovation and design settings are not hierarchical. All the same. When you are designing for instance, with a leader, you say okay, you're not the leader in this space. We don't have hierarchies here in this setting. That's why you do participatory design or communitarian design. Every single voice matters. Of course, you cannot have a community statement that thing, that design is democracy. Because you are not going to, I mean, you're not going to assign some of the opinions of all members of the table, because you're going to be a Frankenstein. Okay, one foot from this person, one body from this person, one head from this person, no. You have to you have to set something where all the voice are heard, where all the voice I mean matters, but not necessarily build some of the policies, but rather create a setting where, where you can take the best out of all of them, and integrate, and hear, and then build a solution that represents those insights, but not necessarily adding up all of them.

Carlos 45:24

But Santiago, I think this is a good way to wrap things up. I think the message from having worked in Bogota, for so long, and you know, started the conversation with the truck drivers, and the salt riots, and how you were able to solve by listening and innovation being listening. And then seeing how you can develop a systemic or in systematic, both systematic way of addressing challenges like this by listening to people. And now you're in the innovation lab of the city of Bogota, precisely trying to bring together these pieces that are, as you say, you have not completed the path. But you're bringing these pieces together to make the citizens responsible for their own, let's say design of what it is to be a citizen and for public sector, leaders and civil servants to be part of the design process, but always with the citizens as protagonist. I think that I like that phrase, the citizens are the protagonist of design. And I take that with me as we wrap things up. So we'd love to hear any any final thoughts on where iBO is going.

Santiago 46:36

One of the, the key challenges for the public innovation labs is how to expand their capacities. Because now, we put two or three challenges in our plate, we feel our capacity to respond. So how to make this more independent from the lab. Every single agency should have this conversation within you cannot centralize innovation in the city in a public innovation. Maybe for some project that requires a lot of work, or maybe that requires that a lot of agencies work in the same project, maybe the labs are good for that. But how to make innovation more systematic, and a day by day life activity, like a common activity to do. So we're building a methodology, we're building some guides, and we are fostering the creation of entre, intrapreneurship groups within every single agency. So for instance, if there is a problem on education, okay, so in any other location they should have some intrapreneurs working

within the Secretary of Education, developing solutions for their sector. So I think our challenge is how to make innovation more common, and maybe even take out this word innovation that has friends, but also enemies, and start working on problem solving with new approaches, problem solving with new approaches. One of the key things that I want to end with this, is how to make the public servants to differentiate between symptoms and causes. So to take the time to understand this difference, using systemic and empathetic approaches, to understand that one problem or one symptom has a lot of causes, and how to choose the right cause to solve, this is the main thing, because sometimes we want to solve the problem as a whole. For instance, people are not recycling in the city, how to solve it. It happens a lot. Public servants always answer, "okay, we got communication campaign, so let's bring Shakira or a famous character and record a message for citizens to recycle at home." It's not that easy like this, because not recycling is not a cost, it's a symptom of a set of maybe 100 causes. So, how to distinguish between a cause or a symptom is key, because the key of innovation is not to resolve or solve problem, it's how to dissolve problems. So if you tackle the causes, the problem is not going to happen. It's different to try to tackle the problem when it already exists. It is better to dissolve the problem. And for that you need to bring a systemic approach to the understanding of the problems. Again, listening, innovation is listening.

Carlos 50:09

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