

مركز محمد بن راشد
للابتكوار الحكومي
MOHAMMED BIN RASHID CENTRE
FOR GOVERNMENT INNOVATION



Activities Workbook

UAE's Public Sector Innovation Framework

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Entity



Activity 1 | Strategic Priorities

What are the key strategic objectives, priority/transformational programs, and main services of your entity?

Key Strategic Objectives

What are the key strategic objectives of my entity that the Innovation Team will focus their contributions towards?

Transformational Programs & Strategic Projects

What are the main transformational and/or strategic programs in my entity?

Priority Programs

What are the key priority programs in my entity?

Main Services

What are the main services in my entity?

National Strategies

What are the key National Strategies that my entity contributes to?

Institutional & Sectoral Targets

What are the organizational & sectoral targets that our innovation efforts can contribute to their achievement?



Activity 2 | Innovation Intelligence Capabilities

By reflecting on the capabilities of the **Innovation Intelligence** phase's focus areas: **Local Innovations**, **Internal Discovery**, and **Global Networks**, assess the maturity of your entity's organizational capabilities. Classify each practice as **Enabled Capabilities**, **Opportunity for Improvement**, or **Opportunity for Development**.



Local Innovations

☐

Promote collaboration between government entities to foster creativity and problem solving

☐

Establish connections with startups, entrepreneurs, and innovators from various sectors

☐

Share insights and innovations to address local challenges

☐

Engage with the local community to address their specific needs

Internal Discovery

☐

Organize programs to stimulate creativity and innovation within the organization

☐

Encourage cross-departmental collaboration to enhance innovative solutions

☐

Scout for ideas from our employees

Global Networks

☐

Engage with global counterparts, fostering cross-border cooperation to exchange ideas and best practices

☐

Learn about cutting-edge trends and innovations in relevant government sectors

☐

Connect with global experts, seek advice, and stay updated on emerging trends

☐

Facilitate partnerships with global institutions to encourage joint collaborations



Enabled Capabilities

Capabilities are effectively implemented and regularly used in daily operations to achieve strategic objectives.



Opportunity for Improvement

Capabilities exist but require better efficiency, consistency, or impact to deliver stronger results.



Opportunity for Development

Areas not currently activated that represent a chance to build new capabilities to support strategic and impactful outcomes.





Activity 3 | Sources of Inspiration and Ideas and Experiences

What are the current sources of ideas, inspiration, and experiences within your entity? How might you re-imagine the sources of inspiration and the practices currently followed in the entity?

Current Sources of Inspiration, Ideas, and Experiences

At present, what places, people, or experiences give you new ideas or inspire innovative solutions? (Examples: public feedback, success stories from other entities, global trends, or even simple everyday situations)

01		
02		
03		
04		
05		
06		
07		

Future Sources of Inspiration, Ideas, and Experiences for Each Entity

In the future, what methods or tools can we use to generate new ideas or test different solutions?

Who are the local and international entities that may contribute new ideas and solutions?

How can we develop a deeper and more comprehensive understanding of the real challenges faced by society, and get a better sense of their needs and expectations?



Activity 4 | Developing Innovation Practices

What are the current programs implemented in your entity to develop and strengthen innovation capabilities?

Note: You can review the programs offered by the Mohammed bin Rashid Centre for Government Innovation and include them in your plan. You can also add other programs that need to be developed internally by your entity, as required.

Future Entity-Specific Programs

Programs provided by the Mohammed bin Rashid Centre for Government Innovation that your entity can leverage to build innovation capabilities

Example: Public Sector Innovation Diploma

Example: Courses on the "Ibtekr" platform

Programs to be developed and implemented by our entity to build organizational innovation capabilities



Activity 5 | Innovation Networks

What are the current activities implemented in your entity to develop innovation networks and ecosystems?

Note: You can benefit from the existing networks provided by the Mohammed bin Rashid Centre for Government Innovation, and you can also develop your own sector-specific networks that are aligned with your entity's mandate.



Future Entity-Specific Networks



Networks provided by the Mohammed bin Rashid Centre for Government Innovation that your entity can leverage to build innovation capabilities

Example: UAE Government's Chief Innovation Officers Network

Sector-specific innovation networks that your entity will develop





Activity 6 | Innovation Tools

The Mohammed bin Rashid Centre for Government Innovation provides a wide range of tools and guides to support building innovation capabilities. After reviewing and using the existing innovation tools* provided by the Centre and adding them to your plan, identify additional tools that your entity needs to develop to push the boundaries of innovation.



Existing Tools Provided by the MBRCGI



Tools to be Developed by Your Entity

*These tools, and many more, can be downloaded from ibtekr.org





Activity 7 | Innovation Possibilities Capabilities

By reflecting on the capabilities of the **Innovation Possibilities** phase's focus areas: **Novelty, Prototyping, and Pilots**, assess the maturity of your entity's organizational capabilities. Classify each practice as **Enabled Capabilities, Opportunity for Improvement, or Opportunity for Development**.



Novelty

☐

Develop novel, unique and ground-breaking solutions tailored to deliver the UAE's national priorities

☐

Reimagine what is possible

☐

Challenge convention and embrace unconventional possibilities

☐

Disrupt what is there to create room for what is new

Prototyping

☐

Experiment fearlessly

☐

Champion a culture that encourages rapid prototyping

☐

Embrace rapid refinement of innovation as a pathway to excellence

☐

Learn and unlearn from prototypes

Pilots

☐

Courageously pilot bold ideas that address real and pressing public needs

☐

Pilot daring and transformative prototypes

☐

Catalyze an innovation movement that reshapes the future of governments

☐

Deliver pilots that disrupt traditional models of work



Enabled Capabilities

Capabilities are effectively implemented and regularly used in daily operations to achieve strategic objectives.



Opportunity for Improvement

Capabilities exist but require better efficiency, consistency, or impact to deliver stronger results.



Opportunity for Development










Areas not currently activated that represent a chance to build new capabilities to support strategic and impactful outcomes.





Activity 8 | Rules and Assumptions

How can we reimagine innovation by adopting different methodologies?
What are the current rules and assumptions that we can break?

The Methodology	Explanation		The Normal Rule		Bending, Breaking & Stretching the Rule
 Inversion	Turn common practice upside down	>>>	Doctors treat patients	>>>	What if patients became doctors?
 Integration	Integrate the offer with other offers	>>>	People access a range of services in different locations	>>>	What if different local services had one point of access?
 Extension	Extend the offer	>>>	Schools provide learning opportunities to children and young people during the day	>>>	What if schools also offered sport, recreation, and community learning after working hours?
 Differentiation	Segment the offer by target audiences	>>>	There is a "one-size-fits-all" approach	>>>	What if a service were personalized and differently segmented?
 Addition	Add a new element	>>>	Supermarkets deliver groceries	>>>	What if supermarkets delivered groceries and also provided hot meals to older people in their homes?
 Subtraction	Take something away	>>>	Prisons are critical to an effective criminal-justice system.	>>>	What if you had to close three prisons?
 Translation	Translate a practice associated with another field	>>>	Hospitals and airports are different kinds of operations.	>>>	What if airport-management practices were applied to hospitals?
 Grafting / Use of New Elements	Graft on (add) an element of practice from another field	>>>	Teaching and training are separate practices.	>>>	What if training were introduced as part of secondary education?
 Exaggeration	Push something to its most extreme expression	>>>	Schools support children and young people to learn, but only within designated times and spaces.	>>>	What if students could access learning anytime and anywhere they chose?



Activity 9 | Rules and Assumptions Practice

Select one of the innovative projects within your entity portfolio, from the list of rules and assumptions in Activity 8, choose one of the methodologies.

How can we reimagine the innovative project by applying the selected methodology?

Current Situation

Methodology

Breaking the Rule

Example (1) – Current project in the entity		
Example (2) – Current project in the entity		
Example (3) – Current project in the entity		

Methodology to be applied to Example (1)

Methodology to be applied to Example (2)

Methodology to be applied to Example (3)

Breaking the Rule
for Example (1)

Breaking the Rule
for Example (2)

Breaking the Rule
for Example (3)





Activity 10 | Innovation Multipliers Matrix

By reflecting on the capabilities of the **Innovation Multipliers** phase's focus areas: **Implement, Influence, and Share**, assess the maturity of your entity's organizational capabilities. Classify each practice as **Enabled Capabilities, Opportunity for Improvement, or Opportunity for Development**.



Implement

- ☐ Rapidly implement innovations that have proven successful
- ☐ Pursue economies of scale in implementing innovations
- ☐ Deliver innovations that are efficient and accessible
- ☐ Actively seek partnerships to maximize impact

Influence

- ☐ Inspire governments worldwide with our innovation possibilities
- ☐ Inspire a new era of transformative innovation

Share

- ☐ Share our knowledge and experiences with others
- ☐ Catalyze a global movement towards a more citizen-centric approach to government innovations
- ☐ Leverage the collective wisdom of nations to tackle complex global challenges



Enabled Capabilities

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Opportunity for Improvement

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Opportunity for Development

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Activity 11 | Scaling Innovation Matrix

When scaling innovation to increase its impact, consider the following nine components to plan, implement, and sustain scaling efforts.

1. Vision and Goal

What do we aim to achieve through expanding this innovation? How does it align with the strategic vision and priorities of the UAE and our entity (e.g., We the UAE 2031)?

3. Stakeholder Engagement and Support

Who are the key stakeholders (government, citizens, private sector, etc.)? How will we engage and communicate with them during the scaling process to maximize impact?

7. Change Management and Institutional Culture

What are the challenges and internal enablers that may arise when spreading a culture of innovation across a wider scope? What communication and engagement strategies are needed to support this?

8. Policies and Institutional Support

What policies need to be created or amended to enable successful scaling? How can we ensure leadership commitment and institutional alignment to support the expansion process?

2. Value Added and User Adoption

What makes this innovation valuable? What are the key strengths it provides to different segments of society?

4. Capabilities and Capacity Building

What new skills or capacity-building initiatives are needed to expand capabilities? What training programs are required? Are there any new tools that can be created or developed or adopted?

5. Infrastructure and Technology

What is the required technological and infrastructural setup (platforms, APIs, systems, programs) to support scaling?

6. Funding and Resource Allocation

What are the available sources of funding? How can resources be allocated effectively? What are the factors affecting costs, and how can efficiency be improved?

9. Indicators and Performance Implementation







What are the main indicators to measure the success of scaling? How will stakeholder feedback be collected and used for continuous improvement?



Activity 12 | Scaling Methodologies

How can we reimagine innovation impact expansion approaches through the different scaling methodologies? What are the current rules and practices that we will disrupt?

Project Name:

Scaling Methodology		Example		Applying the Scaling Methodology to Your Innovation Project	
 Vertical Scaling	Institutionalizing innovation through policies, legislation, or new structures within the government entity.	➤➤➤	Expanding a successful innovation by integrating it into government systems or adopting it as a national program.	➤➤➤	
 Horizontal Scaling	Expanding innovation across various regions, government entities, or sectors.	➤➤➤	Replicating or adapting the innovation in multiple regions or among several entities to broaden its reach.	➤➤➤	
 Functional Scaling	Expanding innovation to serve new purposes or functions different from its original goal.	➤➤➤	Applying the innovation to new fields, sectors, or audiences to increase its value and impact.	➤➤➤	
 Deep Scaling	Increasing the depth and quality of innovation's impact within its current scope.	➤➤➤	Enhancing the existing innovation's effectiveness through improvements, added features, or extended services.	➤➤➤	
 Partnership-Based Scaling	Expanding innovation through partnerships with other entities, locally or globally.	➤➤➤	Collaborating with governmental, private-sector, or international partners to extend the innovation's impact and reach.	➤➤➤	
 Systemic Scaling	Scaling innovation by transforming the broader ecosystem and enabling conditions.	➤➤➤	Reforming policies, structures, and practices across the system to make innovation sustainable and scalable.	➤➤➤	