



Policy Labs

Designing Human
Centric Policies

Policy Labs for Public Policy Innovation

Public policy formulation goes through **a complex and elaborate process to address the most pressing issues at a national and local level.** It sits at the intersection of what could be and what should be.

In recent years, an increase in the complexity of issues that are handled by public sector decision-makers, has transformed approaches to public policy design. Governments around the world are moving away from traditional thinking and turning to innovative approaches to solve these complex policy challenges.

This has resulted in the growing adoption of an open policy making approach, where policies are co-designed with end users to enhance customer experience. This is where policy labs come in.

This report presents an introduction to policy labs, their importance and how they facilitate policy change. It also demonstrates regional adoption of the policy lab concept through the unique work done by the Saudi Arabia Ministry of Culture in collaboration with TAM.

AGENDA

- 1.0 What is a Policy Lab?
- 2.0 Why Policy Labs?
- 3.0 Global Rise of Policy Labs
- 4.0 KSA Ministry of Culture's Policy Lab

What is a Policy Lab?

Policy labs are emerging structures that construct public policies and programs. We have drawn key insights on policy labs from a range of definitions given by official research and innovation entities.



Policy Lab Definitions

◆ Joint Research Centre of the European Commission



A policy lab is a dedicated team, structure, or entity focused on designing public policy and programs through innovative methods that involve all stakeholders in the design process. Policy labs are mainly **experimental** initiatives and follow **design** or **evidence-based** approaches, which place the **end users** at the center of each stage of the policy making process.

◆ Bureau of European Design Associations (BEDA)¹

BEDA

Policy labs are **multidisciplinary** government teams developing public policies and public services using **innovative methods** to engage citizens at multiple stages of the development process. Policy labs use a range of methods, including but not limited to, user-centered design, **co-creation and co-design**, data science, ethnography² and behavioral economics.

◆ Netherlands Organization for Applied Scientific Research

TNO innovation for life

A policy lab is a methodology for conducting controlled experiments with new data sources and new technologies to create **data-driven policies**. The policy lab approach leverages **citizens** and other stakeholders to encourage co-creation as well as new data sources and **technological developments** for policy development.

¹ BEDA is a member association that aims to promote design as a tool for industrial and societal innovation.

² Ethnography is a qualitative method where researchers observe and/or interact with a study's participants in their real-life environment.

Source: BEDA, Europa, TNO



Key Insights

What do they solve for?

Contribute to the shaping and implementation of public policies and services.

How are they designed?

Dedicated team, structure or entity working for or within a government entity or public administration.

How do they work?

- ◆ Test proposed policies through experiments and innovative methods.
- ◆ Adopt a design-led approach.
- ◆ Center policy development around citizens.
- ◆ Collaborate with experts across government, academia, research and the private sector.

Public policy **design-to-implementation** is a top of mind priority for public sector leaders

◆ Complementarity of policies



◆ Customer centric policies



◆ Leadership priority list



◆ Policy importance to vision 2030 realization



3 out of 4

Public sector leaders **think that many of the current public policies are not human centric** (designed around beneficiaries), which in return limits their national impact.

2 out of 4

Public sector leaders **have "Policy Design" on their priority list.**

It is common amongst leaders in the public sector to:

◆ **Believe**

that the **realization of vision 2030** places great importance on public policy creation.

◆ **Think**

many of the current public policies are **not complementing each other** which limits overall policies' impact.

◆ **Expect**

that many of the **complex issues** the government faces today **require policy intervention.**

Policy Labs are helping governments solve current policy challenges

The importance of policy labs can be understood by looking at some of the current issues that they are helping governments around the world to solve. Their innovations revolve around three main themes.



INFORMATION

How can behavioral insights be applied to policy?

EU Policy Lab, EU

How can networks, evidence, resources and networks help governments respond to the open innovation, digital government and good governance needs of the 21st century?

Observatory of Public Sector Innovation, OECD



PARTICIPATION

How can expertise from politics, administration, science, business and civil society be incorporated into the legislative process?

GovLab, Austria

How can the engagement of SMEs lead to innovative urban development?

Barcelona Urban Lab, Spain



TECHNOLOGY

How can we leverage government data to improve social sector services and programs?

GovLab NYU, USA

How can distributed ledger technologies be leveraged for social and public good?

EU Policy Lab, EU

How would crime reporting change in the context of new digital technologies?

Policy Lab, UK

Key Takeaways



Policy labs enable the translation of research, thought leadership and behavioral insights to real-world scenarios.



Policy labs incorporate subject experts and key players to facilitate decision-making and improve the delivery of public services and programs.



Policy labs help governments realize the impact and value of existing data and new technologies and how they can be leveraged to respond to pressing social issues.

Source: EU Policy Lab, GovLab Austria, Barcelona Urban Lab, GovLab NYU, OPSI.





Policy Labs on the Rise (I/III) Case Study 1: Policy Lab UK

Policy Lab UK uses people-centered approaches and experimentation to transform policy making on a national level.

Location
London, UK

Establishing Entity
UK Cabinet Office

Year Established
2014

Collaboration

PLUK collaborates with the local and global public sector innovation community including other labs, think tanks, design agencies and academia.

Project Examples

2015 Online crime reporting services in England and Wales.

2019 A platform to increase youth involvement in government consultation.

2020 A new regulatory framework for autonomous ships.



Overview

Policy Lab UK (PLUK) is a **multidisciplinary team** based at the UK Cabinet Office. It is supported by departmental secondees and external experts.

PLUK is one of the world's **longest-standing** government labs dedicated to policy innovation.



Purpose

PLUK works with policy teams across the UK Government to achieve better policy outcomes by **partnering** on innovative projects, leading and demonstrating best practice, and delivering training.

PLUK provides **expertise** in policy, ethnography, systems thinking, futures, art and design.



Impact

Partnered with policy teams on over **100 projects** and engaged **7,000 public** servants across central and local government departments and agencies, as well as internationally.

Increased **awareness** of innovative policy tools and techniques across the UK Government.

Source: PLUK, Center for Public Impact, UK Design Council.



Policy Labs on the Rise (II/III) Case Study 2: Singapore Innovation Lab

The Singapore Innovation Lab works across agency boundaries to transform the public sector.

Location
Singapore

Establishing Entity
Public Service Division

Year Established
2012

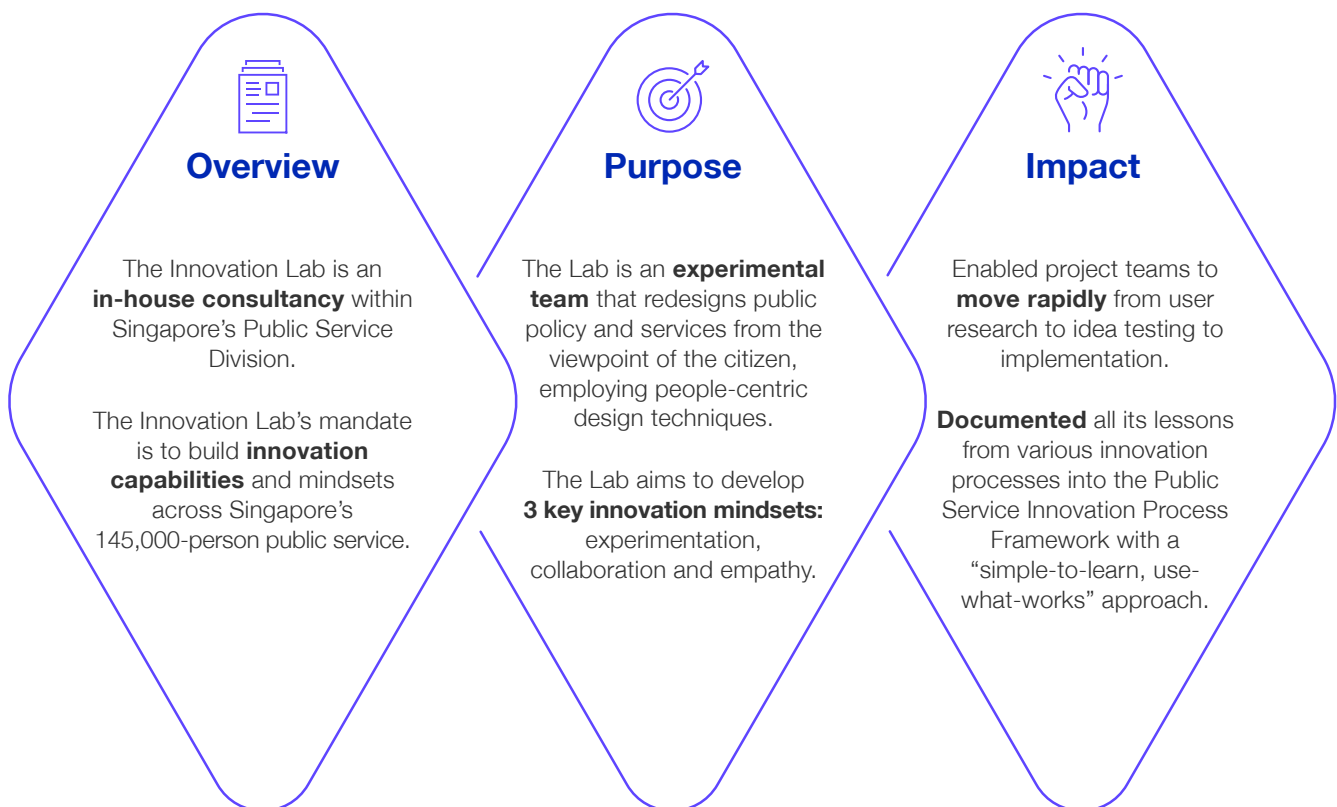
Collaboration

The Innovation Lab consistently works with government entities and foreign policy labs to identify opportunities.

Project Examples

2017 Integrated and streamlined application to support families with children aged 6 and below.

2017 One-stop portal for the National Library Board.



Source: PSD, Apolitical, IPAA, press search.



Policy Labs on the Rise (III/III) Case Study 3: GovLab Austria

GovLab Austria is the central innovation and research hub of the Austrian federal government in the field of governance and public sector innovation.

Location

Vienna, Austria

Establishing Entity

Federal Chancellery of Austria

Year Established

2016

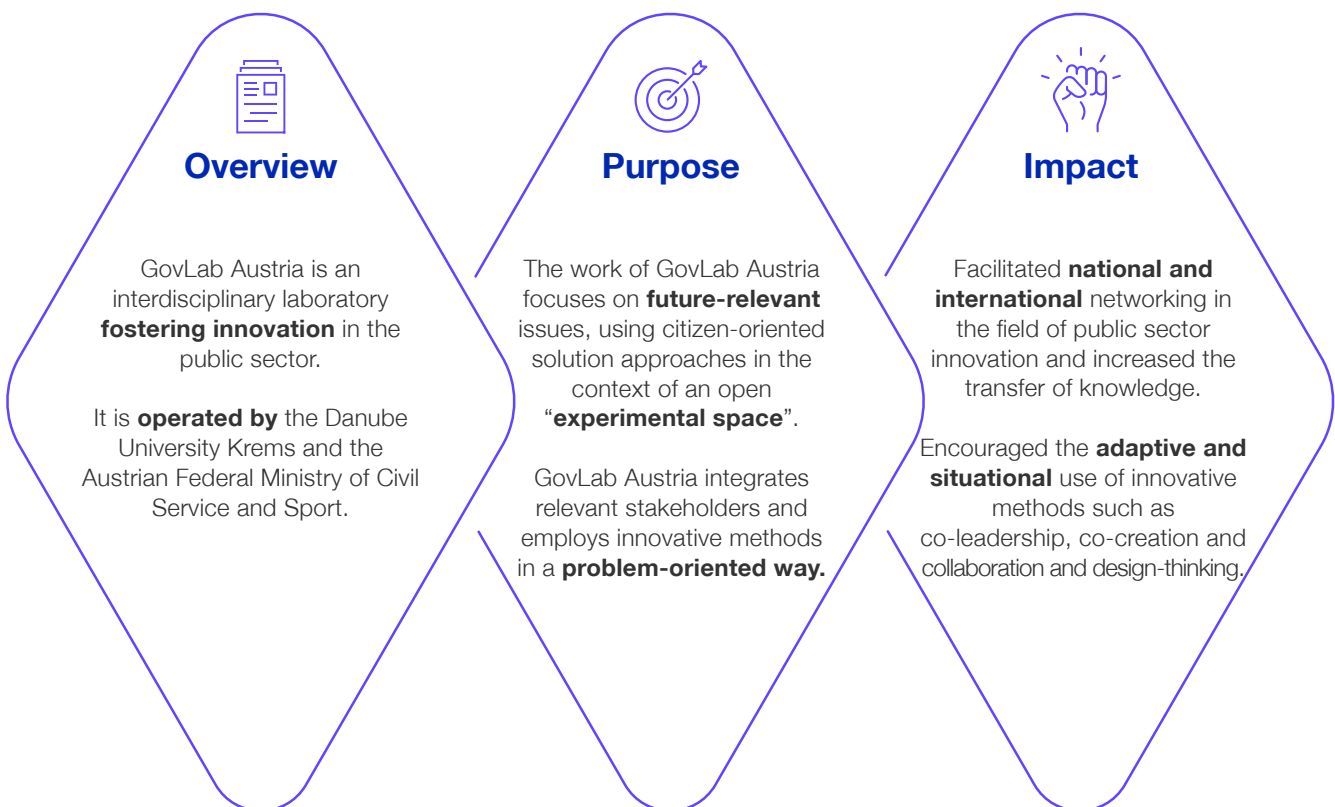
Collaboration

GovLab Austria engages several partners in each project including field experts, private sector, international institutions and innovation agencies.

Project Examples

2017 Pan-European, cross-border e-government architecture to enable a digital single market for businesses and consumers.

2018 Austria 2035 project for a framework of sustainable cooperation between the state, citizens and companies.



Source: GovLab Austria, CoVal Repository

How can we design
Customer Centric
Policies to incentivize
the growth of the
cultural sector?

Cultural Policy Lab



TAM has collaborated with the Saudi Arabia **Ministry of Culture** to develop a policy lab targeted at enabling the development of the national cultural ecosystem.



How can we design **Customer Centric Policies** to incentivize the growth of the cultural sector?

The CPL undertook a multi-dimensional approach to the design of cultural policies, grounded in stakeholder consultations and global best practices.



Comprehensive analysis of the components of each cultural sector's value chain and the interaction between these components.



OUTPUT

Identification of sub-sectoral challenges and opportunities.

- 01** Top-down analysis of the government's vision, strategy and initiatives for the cultural industry.
- 02** Bottom-up analysis of stakeholder inputs drawn through the collaborative policy platform.



Areas of policy and regulatory interventions.

Engagement of several stakeholder groups including research institutions, universities, specialist policy design firms and individual policy experts through a participatory platform.



Direction of policy design.

- 01** Prioritizing opportunities and challenges with high potential impact.
- 02** Analyzing and reviewing the causes and global benchmark solutions for the challenge.
- 03** Aligning with the relevant authorities to formulate the policy in line with realistic implementation scenarios.



Detailed policy activation plan with specified roles for stakeholders and a timeline for implementation.

Policy Labs bring evidence closer to Public Policy Making

Over the last decade, **more than a hundred policy labs** have been established, with around sixty just in Europe. During this time, policy labs have been at the forefront of recent trends in public policy reform, including outcomes-based approaches, evidence-informed policy making, systems thinking approaches, inclusive growth, and mission-led innovation.

Policy labs are distinctly valuable to policy advisory systems in the development of creative policy solutions away from traditional bureaucratic systems, and in providing experimental sites for solving problems.

Policy labs are becoming an instrumental and impactful unit within the most innovative countries and their governments.





Please contact TAM to find out how your organization can benefit from a policy lab customized to your strategic objectives.

Contact Details

+966 53 082 2008
info@tamhub.com
10th floor, Grand Tower, Mohamadiyyah District
King Fahad Road
Riyadh, Kingdom of Saudi Arabia



Abdullah A. Yousef
Founder & CEO



Abdullah Taha
Managing Partner

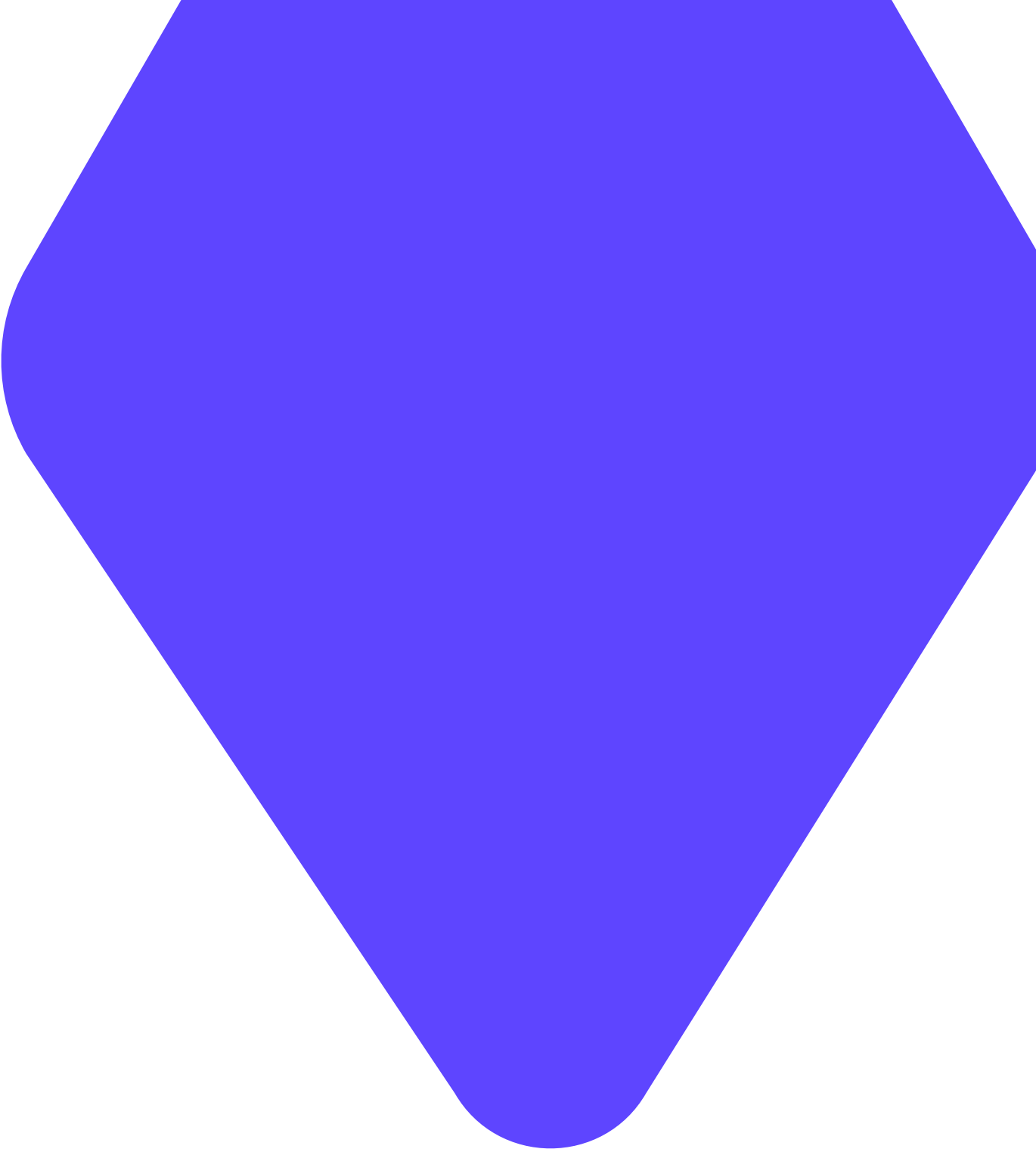


Ahmed Youssef
Sr. Partner
Chief Strategy Officer



Turki Fageera
Partner
President of TAM Innovation Studio





Leading Public Impact



THANK YOU