



Unlocking Innovation in the public sector

Nido's Challenge Driven

Approach

TRANSFORMING PUBLIC SECTOR
THROUGH MARKET CONSULTATION
WITH EXPERIMENTATION INCLUDED





Nido - The Belgian Innovation Lab for the Public sector



- Nido:
Innovation lab at FPS Policy & Support (FOD BOSA) since 2017



- Focus on connecting innovative solutions with challenges of the public sector
- Connecting the dots between existing market solutions, inspiring approaches, and innovative thinking



- Embracing lean startup, design thinking, open innovation and collaboration



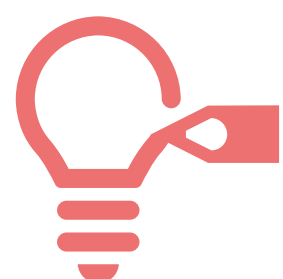
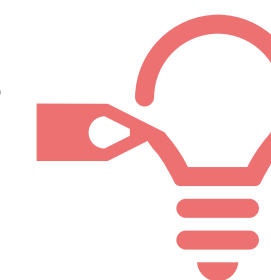
By diving deep into design thinking and gathering insights from both civil servants and innovative companies, Nido developed a **challenge-oriented approach**. The approach enables broad **market exploration** including **experimentation within a public sector context**.

What exactly does this **challenge-driven approach** entail?



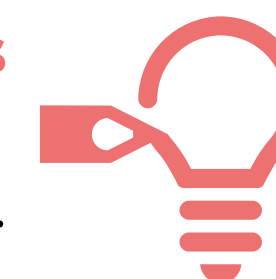
Collaboration between the public sector and innovative companies is key.

We work with **limited budgets** (€30,000) to make projects manageable and not too big to fail.



The **need, problem** or **challenge** is at the heart of every initiative.

(administrative) **Barriers** for both civil servants and companies are removed.



Experiments are preceded by **extensive market research**.



By revising the way civil servants work and allowing them to collaborate with innovative companies, this approach supports government services to work efficiently and enable extensive market research including experimentation.



It is no longer about being a solution expert, but about becoming an expert in the problem.

The approach starts with a thorough problem analysis

Subsequently, the collective intelligence of not only innovative companies, but also civil servants, students and citizens is called upon.

Nido's approach examines seven crucial obstacles that both civil servants and innovative companies often encounter when working together.

What does this mean in practice?



- Reduction of **administrative burdens** to a minimum.
- Special attention to a **transparent approach**.
- The public sector becomes more **accessible to dialogue** and communicates in a more accessible manner.
- Certainty about the **speed of payments** is guaranteed.
- Encouraging **experimentation** to prevent major project failures and waste of taxpayer money.
- Room for **solutions that the public sector has not yet considered**, through open innovation calls.
- Removing uncertainties among civil servants about the **applicable legal rules**.



These insights were obtained through collaboration with Namahn and UHasselt between 2017 and 2018.

Public organisations and their officials are showing increasing interest in testing new solutions, but their path is often blocked by a lot of obstacles including the uncertainty in the interpretation of public procurement legislation.

Nido's challenge-driven approach revolves around

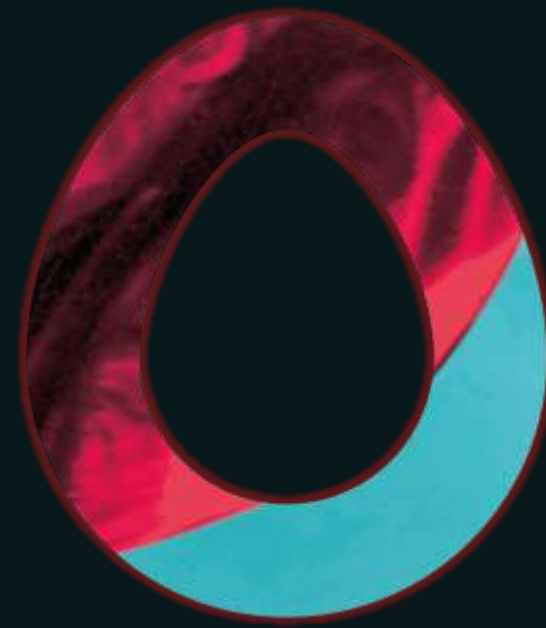


A **universally applicable** approach that is valuable in every sector.

Continuous feedback after each round, where questions are encouraged, and additional information is easily shared with all parties.



A **step-by-step approach** to presenting solutions. Only when an initial proposal seems promising is more information and effort required. In short, it is about a process that adds value for every domain.



Challenges only contain a **problem description**, so we appeal to the collective intelligence of companies, civil servants, students and more...



Open communication for questions and sharing additional information (feedback) with all parties involved.

Prompt payments for services provided, within a period considered adequate by companies.



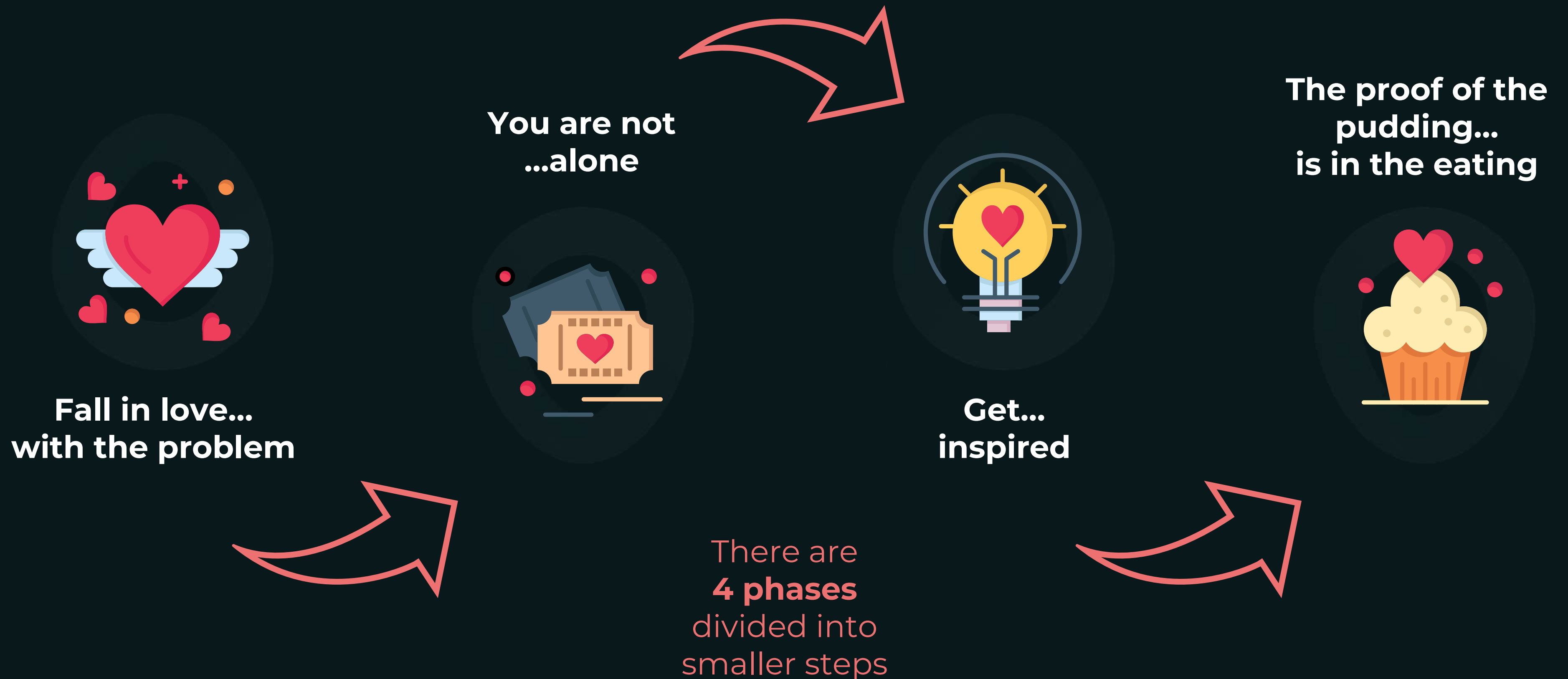


Do you dare
to innovate
with us?!

OUR APPROACH HAS
REPEATEDLY PROVEN ITS WORTH



Overview of Nido's challenge-oriented approach

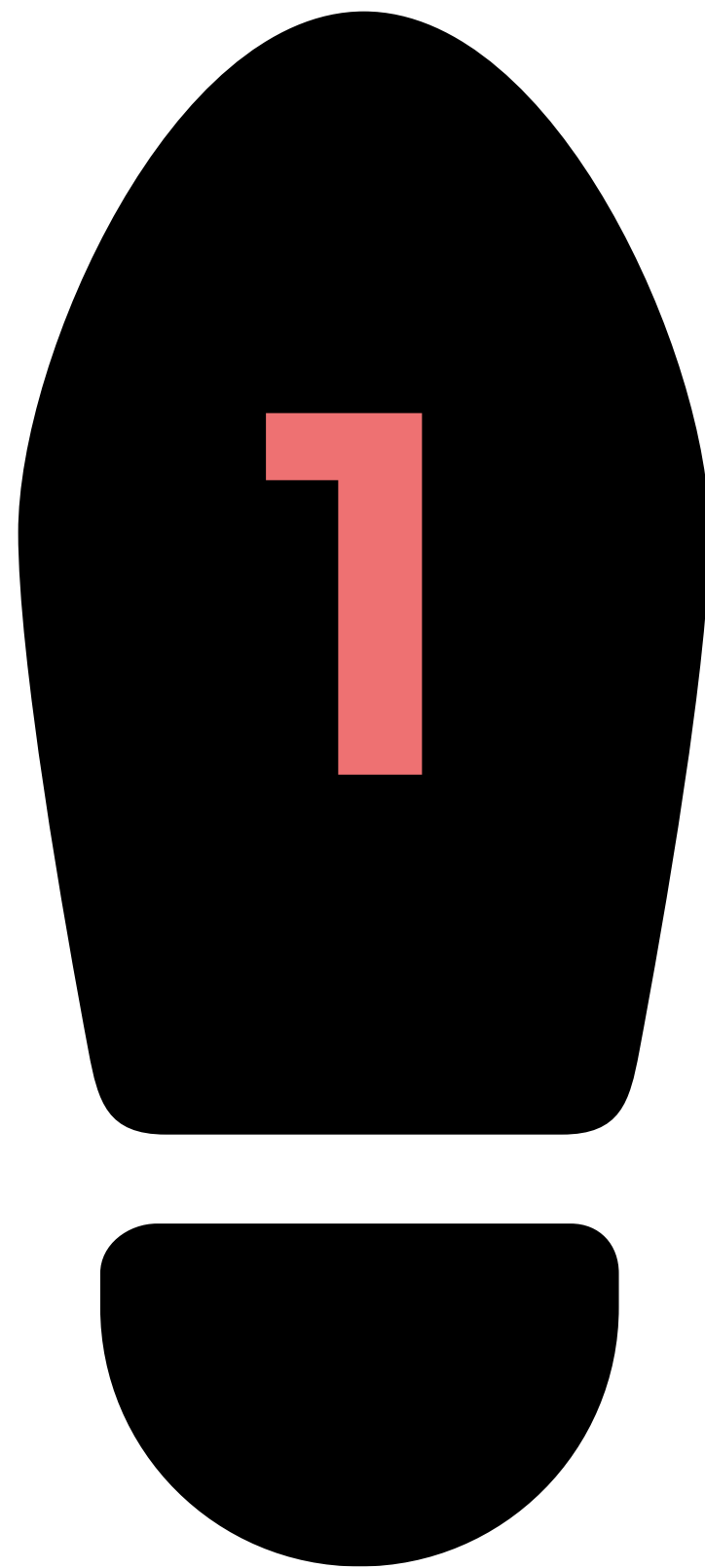




Fall in love with the problem, not the solution

URI LEVINE





identify the problem

- Describe the problem and collect relevant data (figures, observations and interviews).

What is going wrong?

For whom is this a problem?

When does the problem occur?

What is the extent of the problem?

How do I know it is a problem?

- Provide an overview of the actions already taken to address the problem.
- What is the dream?

Need help?

Contact Nido for help defining your challenge.



formulate an attractive challenge

- Create an attractive challenge that appeals to the audience to solve your problem.
- Use provocative, emotional, and activating sentences

How can we...

What if...

Help us to...

Need help?

Come up with suggestions and get help from Nido to refine your challenge.



**You're
not alone**





you're not alone

- Share your challenge within Nido's innovation network and collect feedback.
- Involve networks of innovative companies in advance and integrate their input into your challenge description

*Need help?
Nido offers feedback and contacts
partners for an optimal challenge.*



form a supporting working group/jury

- Assemble an expert jury that can provide different perspectives.
- Involve internal and external members for objective evaluation of proposals



Get inspired





engage the sponsor

- Ensure commitment from management and involvement from the sponsor for the challenge.



announce the challenge

- Spread your challenge through Nido's channels to attract innovative companies.



receive and select proposals

- Organize a phasing of proposal requests and assess for effectiveness, innovation, and success.



**The proof of
the pudding
is in the
eating**





8

evaluate and select proposals






9

launch the experiment tender and conduct proposal evaluation



10

assign the assignment and communicate

- 
- Evaluate proposals with the jury for feasibility, professionalism, and price.
 - Provide honest feedback to all participants.
- 
- Let companies with the best solutions submit a detailed quote.
- 
- Award the contract to the most innovative proposal and communicate this transparently.



start the experiment



- Discuss the experimental scope and start the process with the selected supplier.



experiment, evaluate and learn



- Conduct the experiment, evaluate and learn from the findings for further steps.



report lessons learned



- Finalize the report that summarizes the findings and lessons learned from the experiment.



What do you need?

- It starts with an **open mindset** to question the status quo and explore new solutions. But that is not everything. You also need an **innovation path leader** from your organization who will coordinate everything from preparing the challenge to assembling a jury and facilitating the experiment for the chosen company. This means that the jury gets access to data.
- Expect to spend a maximum of **20% of your time on this for 6 months**, the creator of the solution will ultimately have most of the work, but Nido is ready to support.
- In terms of financial resources, you need a **budget of 20,000 to 30,000 euros** to conduct a market exploration with an experiment or pilot. You can also choose to first conduct a pure market exploration and then lobby internally for a budget based on the promising solutions.



How long will this take?

- Normally you can already evaluate the proposals after 3 months and get an idea of potential innovative solutions. From step 1 to the last step of the lessons learned, you can count on a **period of 6 to 7 months**.



What does Nido expect from you?

Nido has drawn up a number of principles based on extensive exchanges with innovative companies and civil servants. If you decide to work with Nido, you can count on the following commitments

- **An open challenge**
Open challenges foster innovation by allowing companies to propose solutions freely, avoiding restrictive government prescriptions.
- **Reduction of administrative burdens**
Streamlining government contracts for small businesses by minimizing administrative burdens, fostering fair competition, and enhancing success prospects
- **Tight, realistic timings**
Small companies need clear, realistic deadlines for effective planning; we prioritize timely communication and adherence to schedules.
- **Objectivity and feedback**
Clear rules ensure objective evaluation and valuable feedback for participating companies, fostering trust and transparency.
- **Easy accessibility**
Nido ensures easy access for companies to government services through clear communication and support.
- **Timely payment**
Government must prioritize prompt payment to support small companies' liquidity and counter negative perceptions of tardiness.



Our approach meets your legal concerns



○ **Splitting**

The challenge driven approach is no splitting of a mission. It is based on evolving understanding/progressive insight.

[WATCH THE VIDEO](#)

○ **Prior knowledge**

In every new assignment, strive for equality and share as much information as possible about the experiment or pilot.

[WATCH THE VIDEO](#)

○ **Intellectual property?**

Intellectual property is not a problem when good agreements are made in advance. Ultimately presenting an innovative solution is a significant opportunity for companies to showcase their assets.

[WATCH THE VIDEO](#)



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