Report #1

GovLink Platform:

2021-2022

Validation Exercises

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GovLink Platform: 2021-2022 Validation Exercises

May, 01 2021 to May, 22 2022

GOVLINK.PE

HUB GOVTECH & SANDBOX

Related topics
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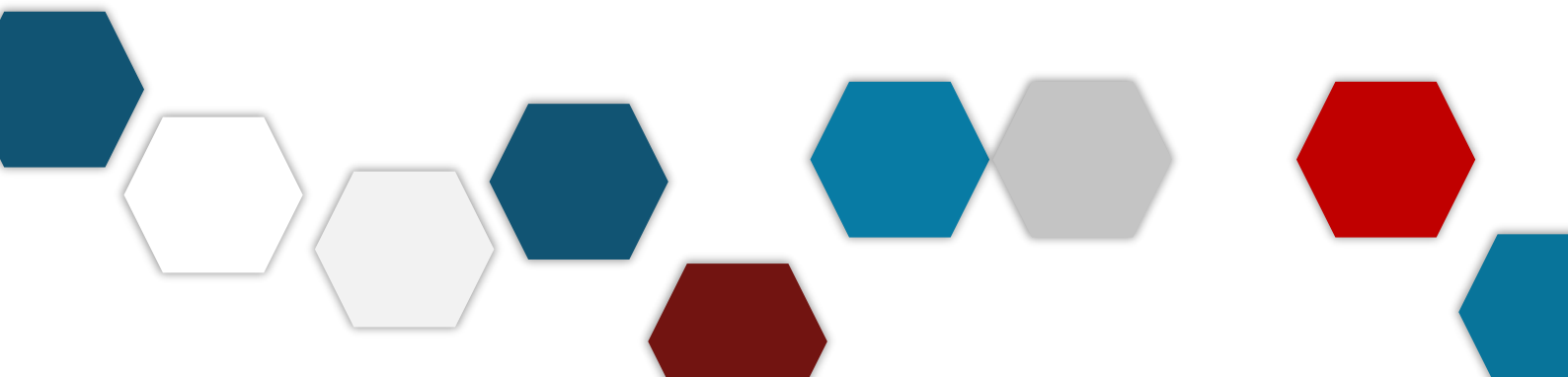
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Content

SUMMARY

➡️ The objective of this report is to document the experience and the results of the Peruvian GovLink pilots, **startup GovTech oriented to the modernization and strengthening of the Latin-American public administration through their intermediation platform**, which main function is to match the GovTech solutions supply with the neglected demand of the governments of the Latin -American continent.

➡️ Specifically, this case study seeks to assess the GovLink abilities to achieve that governments, regional and municipal governments in particular, connect with the private sector and other actors in the GovTech ecosystem, get trained properly and learn the innovation and technology language, break with the oligarch inertia of traditional suppliers, and obtain technical legal aid and enjoy bonding and dialogue spaces where they can meet and organically connect. GovLink seeks to work with civil servants, first, training them and helping them to frame their issues accordingly, to generate functional requirements, so immediately after connect them through a process of blind selection GovTech validated initiatives, that are generating changes in the region. In this sense, **GovLink intends to support the process of Public Purchase of Innovation (PPI) from the necessity of fighting back the administrative lack of knowledge in innovation and reduce the corrupt behavior of political or commercially influential actors, proposing a blind selection mechanism that promote gender, diversity and inclusion, since this is a way of minimize the unconscious biases or other similar phenomenon**. In this way, in the supply selection processes, it is intended to avoid discrimination, for example, against people with ethnic names, their race, or that women are undervalued against men with the same abilities and experience, among other aspects. GovLink propose the supply overview GovTech so they could be selected by their value, experience and merit. By doing so, GovLink intends to impact in the way the administration's approach the processes previous to the public purchase of innovation (PPI).

➡️ The study presents GovLink experience validating their model and the application of three pilots, between the years 2021 and 2022, with **District Municipality of Ate**, the **Regional government of Arequipa** and the **Regional Government of La Libertad**.

CONTEXT

What is GovTech?

Mass digitization has conditioned absolutely everything we do. Today we are digital by default, and we are hyper connected from anywhere in the world.

This digitalization puts governments in great trouble, since **citizens demand continuous improvements in government management and processing**. That is the paradox that all the countries of the region share. Social behavior has changed and if we do not adapt, we can fall into constant crises or impoverishment of our democracy.

So how should the government deal with its problems? We believe that the answer lies in emerging technologies, since they are a powerful instrument to face social challenges. **GovTech is precisely about that, the application of new technologies and business models promoted by technology-based startups, to improve the design and delivery of public services.**

Image: Peachfreepik

GovTech initiatives

Govtech Lab Lituania
www.govtechlab.lt
Laboratory that works with the government to identify challenges and solve them with technology.

Govtech Catalyst
www.gov.uk
Fund of the English government that is used to solve public challenges in joint work with startups.

BrazilLAB
www.brazillab.org.br
Innovation accelerator and hub that connects municipalities with GovTech startups.

MiLAB Colombia
www.innpulsacolombia.com
Laboratory that works to generate timely solutions to Colombian public challenges.

Govtech Hub
www.govtechhub.org
Collaboration space for the GovTech ecosystem in Ibero-America.

IE PublicTech Lab
www.publictechlab.ie.edu
Expert center in public digital transformation and generation of GovTech ecosystems.

GovLink is a Peruvian startup GovTech that started to be incubated in 2019, and which platform was launched on 10th May 2021, being the first Spanish speaking bonding Govtech platform in the regional market. Th eco founders are **María Alejandra Llosa, Edgard Gutiérrez** and **Luis Orrego**. María Alejandra Llosa, Communicator with specialisations in innovation, she had founded in 2014, the innovation consulting company, 054LAB. Then, in 2018, was called by the Peruvian government for the Innovation Sectorial Laboratory of the Presidencia del Consejo de Ministros (PCM). As part of this learning experience, and previous knowledge, Ms. Llosa designed and developed the GovLink model in 2019, being this project the basis for her academic paper. The idea is born from the analysis of four documents: Landscape of innovation approaches of Nesta: 2d edition (Nesta, 2018), Annual Report GovTech 2018-2019 (Govtech Singapore, 2018), El Futuro de la Regulación (Deloitte, 2018) y Making space for innovation - The handbook for regulatory sandboxes (The Federal Ministry for Economic Affairs and Energy, 2019).

GovLink is defined as a matchmaking GovTech platform that intends to link the Ibero-American technological supply that has been neglected by the different levels of administration, with the focus in regional and local governments, as a **broker GovTech**, all centralised in only one digital point.

GovLink wants to be a showcase or promotional display for the GovTech supply and demand, positioning itself moments before the contractual steps framed in the process of Public Purchase of Innovation. GovLink helps to articulate alliances between the GovTech's ecosystem actors and solve asymmetries between the supply-demand, allowing the civil servants to know and get acquaintance to the technological supply, through pilot programmes, demo sessions or conceptual small-scale tests, so that they can be aware of which kind of technology they could buy, before thinking about the PPI processes. In this way, the civil servants get trained and retain relevant information that will allow them to produce functional requirements.

GovLink seeks as well, to contribute with the education of the civil servants and the startups GovTech professionals, with specialised programmes (workshops, master classes, sessions, among others); with instruments to debate about the GovTech from the practical research (publications, reports, etc.); and with tools of promotion and communication to share cases, experiences, and know-hows (activities and events) The civil servants are trained and the startups receive mentoring (GOVCI).

GovLink also includes the component of regulatory analysis and public policy to incorporate its Regulatory Sandbox. The regulatory sandboxes are tools that are traditionally found within an administration, since the State is the regulator. However, GovLink proposes a new Regulatory Sanbox figure, the first of its kind, conceived form the civil society, being a regulatory experimentation tool so the startups can be aware of the normative barriers to the entry of their technologies to the countries (soft-landing), similar cases and legal solutions (benchmarking), have a testing space to link to the other actors and have personalized legal aid

GovLink seeks the strengthening of the dialogue and exchange of knowledge through the organization of events and activities such as MuniGovTech,

Imagen: Unsplash/ThisisEngineering RAEng

LatamGovTech and GovTech Sessions, that have, so far, been able to gather over 4000 attendees from over de 15 countries.

GovLink allows civil servants, entrepreneurs, businesspeople, investors and general audience, connect, learn and actively take part of the ecosystem, helping the transparency and accessibility, as well as the creation of public policies based on relevant data. To sum up, the Peruvian startup intends to be a bridge between the administrations and the private initiatives and civil societies, to enable the digital modernization and transformation of the public structure, with an approach based in the creation of value that contributes to the achievement of modernization goals, education, democratization, anticorruption, inclusion, gender, diversity and strengthening of democracy in administration entities and in society.

CONTEXT

Image: Krasia

GovLink Categories

1. **Provision of services**

2. **Internal management**

3. **Participation and inclusion**

4. **Smartcities**

5. **Communication & reputation**

6. **Health**

7. **Mobility & transportation**

8. **Citizen security**

9. **Energy & climate**

What does GovLink do?

Public purchase of Innovation:
It is a catalyst to change the paradigm of the traditional PPI.

Public-private cooperation:
Brings better technological products and services to governments.

Ecosystem creation:
Build connections between the various actors in society.

Build skills and culture:
Seeks to generate skills for innovation and cultural openness.

Change of mentality:
Approaches new methods and ways of working to governments.

Regulatory change:
Promotes the change of regulations, requirements.

Growth and competition:
Promotes competition in the market and economic growth.

Exchange and dialogue:
Promotes the exchange of experiences and knowledge.

PUBLIC VALUE

Public Value of the initiative

Public value refers to the value that citizens give to the goods and services received from the State, to the extent that these satisfy their needs with high quality and timeliness. Public value, in practice, depends as much on the actions of public organizations as on the actions of citizens. For these reasons, civil society initiatives, such as GovLink, can contribute to generating public value by encouraging governments to be more transparent, efficient and inclusive. To support this to occur, it is necessary to add to the 2030 Agenda approach and GovLink intends to do so, aligning its strategy with the Sustainable Development Goals, especially the following:

Sustainable Development Goal #8 Decent Work and Economic Growth: We align ourselves with goals 8.2 and 8.3, encouraging the implementation of innovative solutions to help people deal with adversity through social protection and basic services, and also contributing to

small and medium-sized companies through the interconnection of a pilot entity and a GovTech startup.

Sustainable Development Goal #9 Industry, Innovation and Infrastructure: We align our work with goal 9.2 of this SDG, supporting access to technology and innovation, making tools available to people to leverage GovTech in the region, deploying training and support efforts designed by GovLink for public servants and startups professionals, facilitating the creation of public-private collaboration networks, among others.

Sustainable Development Goal #10 Reduce inequality within and between countries: We support goal 10.3 by carrying out blind-date processes, helping to guarantee equal opportunities and reduce inequality of results, promoting the elimination of practices discriminatory in Public purchase of Innovation processes, such as rejection by race or similar practices.
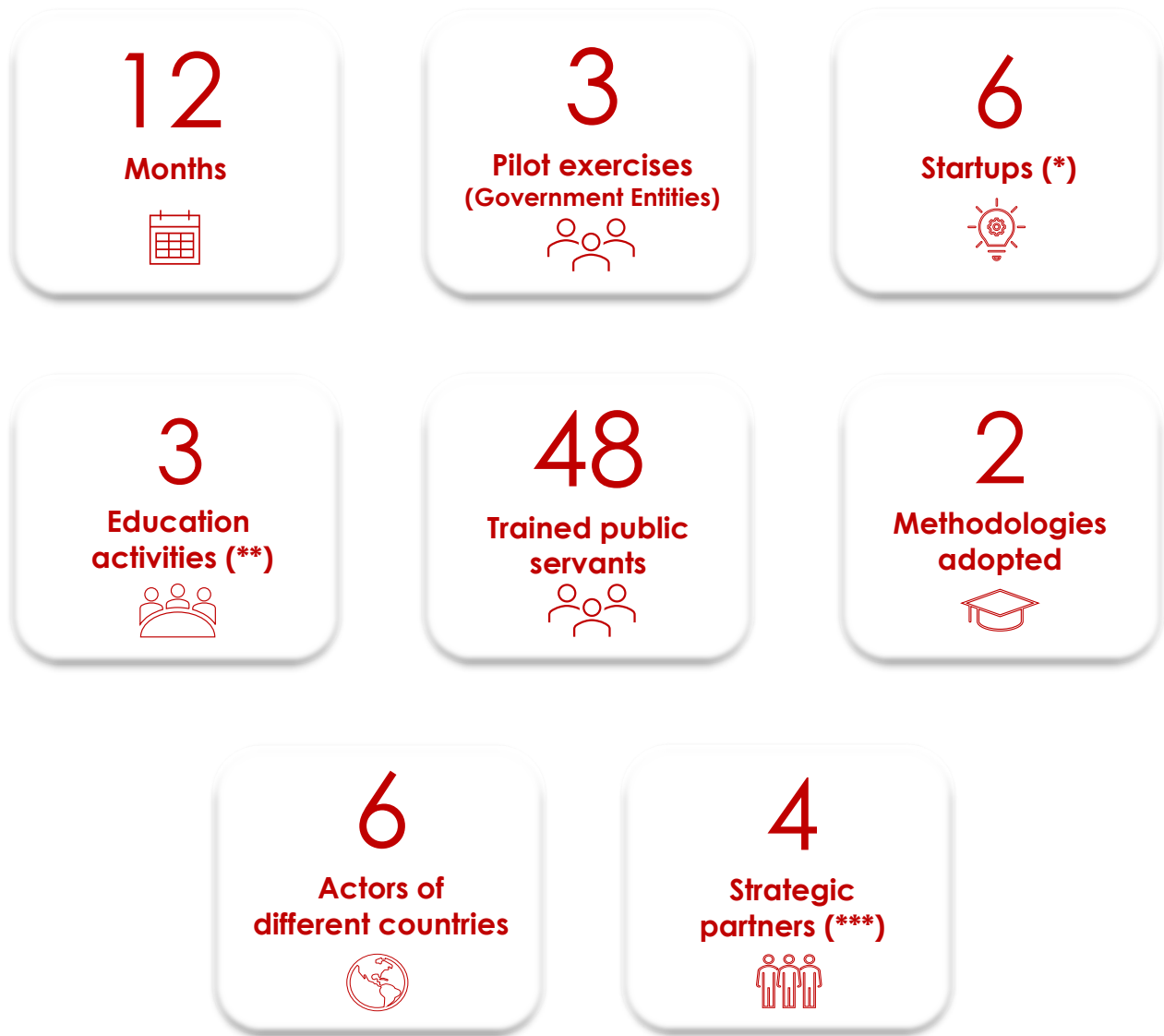
PUBLIC VALUE

Sustainable Development Goal #12 Responsible Consumption and Production: We align our purpose with goal 12.7 and 12a, promoting public procurement practices that are sustainable, in accordance with national policies and priorities, and helping developing governments to strengthen their technological capacity.

Sustainable Development Goal #16: Peace, Justice and Solid Institutions: We align our work with goals 16.5 and 16.6 seeking to considerably reduce corruption and bribery in all their forms through the blind-date mechanisms that we propose and implement and that seek also to create at all levels effective and transparent institutions that are accountable, in addition to generating strengthened response capacities in the participants who participate in our educational processes, among others.

Sustainable Development Goal #17 Partnerships to Achieve Objectives: We seek to impact goal 17.17 by promoting public-private partnerships, developing technological solution pilots, increasing access to GovTech markets and generating relevant data through the implementation of tests and demos.

Image: GovLink

METRICS

Pilot exercises metrics

12 Months	**3** Pilot exercises (Government Entities)	**6** Startups (*)
3 Education activities (**)	**48** Trained public servants	**2** Methodologies adopted
	6 Actors of different countries	**4** Strategic partners (***)

(*) We approached 6 startups: Daoura Insights (Brazil), Smartcity TNG (Argentina), Datasketch (Colombia), Scentinet (Peru), MuniDigital (Argentina) and Cívica Digital (Mexico).
(**) Human Centered Design and Agile Project Management with Kanban Method for the Municipality of Ate and Regional government of La Libertad.
(***) Regional Committee of the de Business, State, Academia and Organized Civil Society CREEAS, Federation of Free Municipalities of Peru FFMULP, CCO Investment & Legal Advisors and Peruvian University of Applied Sciences – UPC and its StartUPC accelerator.

METRICS

Pilot exercises metrics

3 Pilot exercises in Peru (*)

1. District Municipality of Ate
2. Regional government of Arequipa
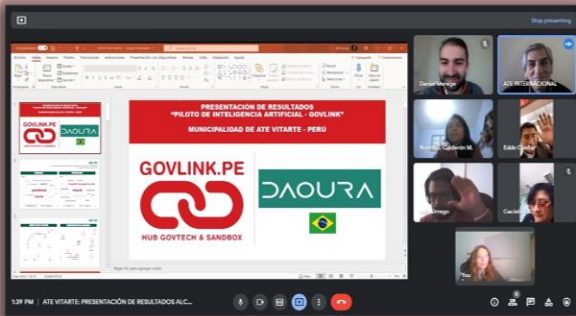3. Regional Government of La Libertad.

Peru
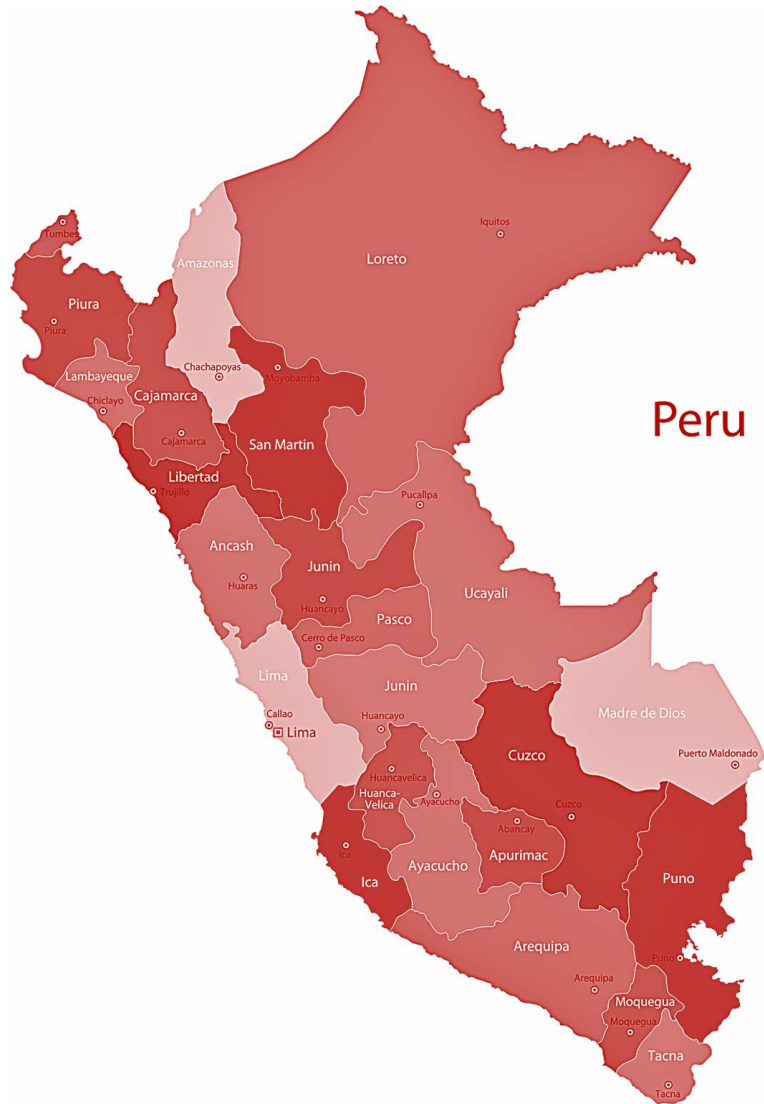
(*) The pilot exercises were carried out between May 2021 and May 2022.

Logical framework

The GovLink finance team carried out the development of **a Logical Framework Matrix** with the aim of systematically and logically presenting the objectives of the 2021 - 2022 pilot projects and their causal relationships, evaluating the achievement of our objectives and defining the assumptions to test.

	Intervention Logic	KPIS (Objetive verifiable indicators)	Sources and means of verification	Assumptions
Logframe Matrix - GovLink platform: Validation Exercises 2021 - 2022				
GOAL	Contribute to improving the quality of life of the user/beneficiary population by reducing acts of corruption in the public apparatus and government modernization based on public-private cooperation and knowledge transfer.	Corruption perception index	International Transparency Ranking	By incorporating innovation and Govtech into their processes, the pilot entities improve the quality of life of their population by reducing acts of corruption and modernizing government.
		Solution validation mechanisms between Startup - Entity 100% applied	Solution validation mechanism perception survey	
		Knowledge transfer mechanism (training, workshops and tests) in technological solutions 100% executed.	Register of trained officials / Satisfaction surveys	
Purpose	GovLink capabilities successfully evaluated in the application of three pilot entities.	Pilot projects 100% implemented.	Entity acceptance letters / Final pilot report with measurement of results	Commitment of the highest management in the implementation of the pilots
Outputs	1. Strengthen the capacities of the public servants benefited/chosen by the pilot entity in terms of innovation, GovTech technologies or other from GovLink.	Training workshops on methodologies for innovation for participating public entities 100% completed.	Registration of officials participating in training / Training Videos / Satisfaction surveys / Testimonials and ratings delivered	Compliance with scheduled activities and commitment and interest of officials in training and certification in innovation and technology issues
	2. Creation of spaces with blind selection mechanisms for linkage and dialogue between GovTech actors	Blind connection between pilot entity and Startup for selection by value, experience and merit 100% executed. Govtech indicator: 1.02% linkage of potential entities. Startup linkage indicator: 33.33% of startups participating in pilots	Videos of the blind selection process in the 3 participating public entities. / Project indicators document.	
	3. Presentation of new technological solutions to the officials of the participating public entities: Gore Arequipa, Gore La Libertad and the District Municipality of Ate.	Realization of 3 pilots in small scale. Work categories (9) at 40% tested. 100% testing of technological solutions (with demonstration of operating characteristics, content, basic configurations, etc.)	Solution presentation videos. / Satisfaction surveys / Registration of participants / Registration of participations in case solutions. / Project indicators document.	
	4. Preparation by the Govtech Startup of a technical proposal for a larger-scale test implementation.	Technical proposals (minimum 01) for the implementation on a larger scale delivered by the participating startups	Proposal submission report	
Activities	A.1.1 Preparation of the training plan for elected public servants. A.1.2 Scheduling of training workshops A.1.3 Creation of a Zoom room for a workshop with officials selected by the entities. A.1.4 Preparation of teaching material for workshops that seek to strengthen the capacities of the group of selected servers. A.1.5. Communication with the person in charge of the entity for the execution of the workshop. A.1.6. Dictation of workshop(s) on methodologies for innovation and/or agile management of projects or others for elected public servants. A.1.7. Identification of government problems of the pilot entity. A.1.8. Application of dynamics and practical exercises. A.1.9 Application of assessment survey. A.1.10 Compilation of testimonials and evaluations of participants.	Training workshops (minimum 4) executed at 100% Methodologies for innovation (minimum 2) dictated 100% Entities strengthened in innovation and/or Govtech (minimum 3) by the GovLink platform, 100% aware. 100% of participating officials trained in design methodologies and/or methodologies for innovation and/or agile management of projects or others. Investment in training workshops. GovLink web postings and/or entities announcing pilots 100% satisfaction surveys applied to workshop participants. Number of workshop evaluation testimonials.	List of participants to the workshops. Final training report. Final pilot report. Manual of practical exercises delivered by each entity. Proposal of solutions in workshops. Workshop monetization report. Satisfaction surveys. Financial technical report Publications on the official website and social networks of GovLink and/or entities Implementation instructions or data requirements completed and delivered by entities. Testimonials and assessments of officials participating in workshops.	Sufficient resources to carry out pilots
	A.2.1 Implementation of an open technological call for Startups from Ibero-America. A.2.2 Programming/scheduling for blind selection (blind-dates) between Startups and public entity. A.2.3 Blind selection process (blind-dates) between Startups and Public Entity. A.2.4 Creation of space or Zoom for presentation of startup to pilot entity.	33% Startups responded to the technological call made. Monetization of creation of bonding spaces. Blind selection processes (blind-dates) carried out 100% Number of linked public entity areas.	Map of startups (minimum 18) available to the technological call. Final report on blind selection and/or piloting Blind Pick Session Videos Financial technical report.	
	A.3.1. Kick-off meeting between selected startup and entity. A.3.2 Compilation of information for parameterization and execution of tests. A.3.3 Work meetings and refinement of requirements. A.3.4. Layout or demonstration or proof of concept of the technological solution operated by the Govtech startup selected by the authorities of the entity. A.3.5. Testing of solutions by officials.	Realization of 3 pilot programs. 100% effective work meetings and instructions delivered 100% proven technological solutions. 3 selections of work criteria by authorities of the public entity. Number of technological proposals submitted. 100% of technical requirements identified by officials.	Registration of participants. Meeting videos or meeting records Mockup, demo or proof of concept delivered List of officials responsible for testing. Startup Solution Proposal Documents Evidence of snapshots published on the official website and networks of GovLink and/or entities.	
	A.4.1. Drafting of a technical proposal that may include the realization of a larger-scale implementation.	Number of preliminary or extension proposals delivered.	Proposal Document Satisfaction survey	

PILOT EXERCISES

Municipality of ATE
01 de mayo 2021

Pilot exercise with a data-based AI GovTech solution to analyze subjective and objective conditions that affected neighboring citizens, in order to organize policies against Covid-19.

Regional Government of Arequipa
03 de septiembre 2021

Pilot project of a new appointment and shift system to support the process of obtaining driver's licenses for the Gerencia Regional de Transporte y Comunicaciones.

Regional Government of La Libertad
20 de enero 2022

Piloting of two GovTech solutions for the intelligent management of registration and online information storage.

1. Pilot project with the Municipality of ATE - Lima

Country: Peru
Started: 5.1.2021 – Ended: 8.12.2021
Link: *https://bit.ly/3Mi2YM9*

GovLink Category
5. Communication and reputation

Starting point

• **The Ate district**, also called Ate-Vitarte, is one of the 43 districts that formed the Lima province in Peru. **It is considered the second most populated district of the country, with 702, 815 residents (INEI, 2022) and it is also the district with the biggest territory and population in East Lima**, inhabited by families of middle, lower middle and low class.

•In May 2021, the **District Municipality of Ate**, was facing issues with their service to its neighbor's due to the Covid-19 pandemic. **There was an increase in the infection rate, due to the spreading of the informal trade, close to the supply markets. To these, it was added the economic crisis and the low effectiveness of some sanitary protocols, imposed by the central administration, which impacted the effectiveness of the municipal response.**

• Because of this, our strategic partner **FEMULP** connected us with the National and International Cooperation Deputy Management of Municipality of Ate, area that requested us the implementation of a

pilot to perform public opinion poll, in order to gather relevant information para about priority issues for the community, so as to improve the municipal responses facing the Covid-19 pandemic and focus the attention on women to generate a solidarity economy.

• **The Project was supported by the high governance, being the own mayor, Mr. Edde Cuéllar, who led the process**. Initially, categories were defined and who and what areas would take part in the experience systematization process; an effort was made to involve as many employees as possible, so as to be able to consider a variety of discipline profiles and diverse opinions. And it was like that, that the areas of Information Technology, Economic Development, and Cooperation's and National and International Relations were included. **The systematization exercise was started in May 2021 and lasted until August the same year**.

ATE PILOT

General objective of the pilot

To plan and implement a pilot exercise of GovTech solutions of artificial intelligence in small scale that allows **to know if there are objective and subjective conditions that impact the neighbors of Ate District**, in order to enact better policies and preventive practices in the sanitary protocols and ways of administration or solidary economy to improve the municipality intervention facing Covid-19.

Image 1: Snapshot of the web publication of the Municipality of Ate, on the occasion of the pilot with GovLink.
Image 2: Municipality Building (Photo: Municipality of Ate).

Specific objective of the pilot

1. **To boost the abilities in the civil servants** selected by the Ate Municipality in the use of the innovation methods.

2. **Link the Municipality of Ate with one or various international GovTech start-ups with validated solutions**, as per the previously defined issue, and perform a blind selection to choose one to carry out the proposed pilot exercise.

3. **Implement a validation exercise of small scale**, that incorporates the layout, the demonstration and test of the technological solution or solutions selected by the institution, to be able to know the basic configuration, content and other characteristics that prove the functionality and performance of the solution.

ATE PILOT

Description of the pilot's experience

The pilot project started planning in November 2020, but it just started on 1st May 2021, after the letter of approval dated 20th April 2021, signed by Mayor Mr. Edde Cuellar, arrived.

It started with the selection of the issues to address by the Municipality authorities. Having as alternatives the nine work categories that GovLink have: (1) Rendering of Services, (2) Internal management of the organization, (3) Civic Participation & inclusion, (4) Smartcities, (5) Communication, Reputation and Image, (6) Health, (7) Mobility & Transport, (8) Citizen Security and (9) Energy & climate.

The authorities of the Municipality of Ate finally chose category #5: Communication, reputation and image.

The next step was to proceed to call on the participation of the actors in the priority areas linked to the pilot's development: Information Technology, Economic Development, and Cooperation's and National and International Relations of the District Municipality. Regarding the involvement of the actors, it was vital from the management level to the operation level, to informed of the experience to the decisive actors, so as to link them to the process and commit them to it.
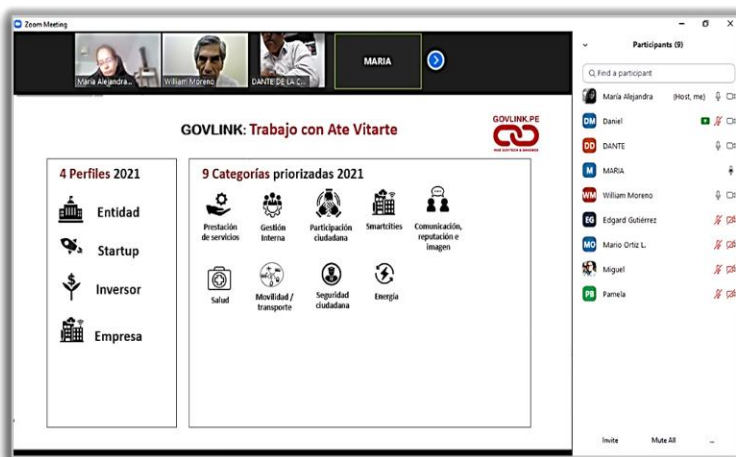

Image 3: Acceptance letter, Municipality of Ate (Informe Municipal #047-2021 MDA-GPE/SGCNI, dated April 20, 2021).
Image 4: Snapshot of the first virtual meeting to select the category of challenges, between GovLink and the Municipality of Ate, dated Friday, April 23, 2021.

Human Centered Design (HCD) training

The public issues are complex, ambiguous, caused by multiple factors and in most cases, they are connected to other difficult to address issues. Thinking about the complexity of public issues is to think about systems: the civil servants must be aware of how the stakeholders interact in a big system, seeing the information they possess is incomplete, ambiguous and confusing. To provide clarity, **the civil servant must find out the "why", the causality and correlations, performing a qualitative investigation.**

Most of the times, the officials take for granted that the symptom of the problem is the problem, but it is not so. That is, perhaps, the most recurrent procedural failure in the region public management. The civil servant should understand that the way of discovering what the problem troubling

the population, is to exploring the case, questioning assumptions, seeking interviews with the people, among others. This is the only way of understanding the problem and comprehend how this issue is affecting the citizens. **The official requires a set of specific tools, but, above all, it requires them to have a "design mindset".**

The design seeks to understand the feelings, desires and needs of the citizens, and transform them in solutions that create public value. Having the mindset of a "designer" helps the civil servants to browse the complexity of the public issues, an overwhelming ocean, in where perhaps the most important is to know how to frame a problem. The way in which a civil servant frames a problem is just one of the many ways of doing it. Different frames lead to different formulations.

Image 5 and 6: Teaching resource for the dictation of the HCD workshop and previous coordination meeting.

ATE PILOT

Human Centered Design (HCD) training

Target audience of the training
Aimed to civil servants and employees of the Municipality of Ate, previously selected by the authorities, for the fulfilment of the artificial intelligence pilot with GovLink, with the aim of forming leaders in the field of innovation (of products, services, internal processes, models, among others) that want to develop creative solutions through the Human Centered Design technique, under a sustainable perspective.

Training objective
To learn about the Human Centered Design method, approaching first the "Inspiration Phase", to know how to define and frame properly the issues and discover intervention opportunities, through an analysis process centered in the citizens and their real and perceived needs, which will allow to plan or design solutions with the advantage of being customized, differentiating and with social impact.

Methodology
3-hour theorical-practical classes, via videocall platform Zoom. The dynamic consists on the presentation of a topic for 10 minutes, with prompts to resolve a practical exercise in real time, using a Workshop Manual given to the civil servants previously. Active and collaborative participation by the civil servants. Strategic designed tools, such as the actors' map, metric selection, problem tree, among others, were used.

ATE PILOT

With the Ate's civil servants, we were able to define and frame the proposed issues by the involved areas, **thanks to a training workshop in the Human Centered Design methodology. They were 3 intense hours of dynamic training, in which the 10 selected public officials by the Municipality of Ate**, accessed the educational benefit with GovLink trainers.

It was achieved the definition of the problem to address, in function of being able to know if there were objective and subjective conditions that affected the neighbors of Ate, so as to generate municipality policies facing Covid-19 and the economic crisis born out of the pandemic.
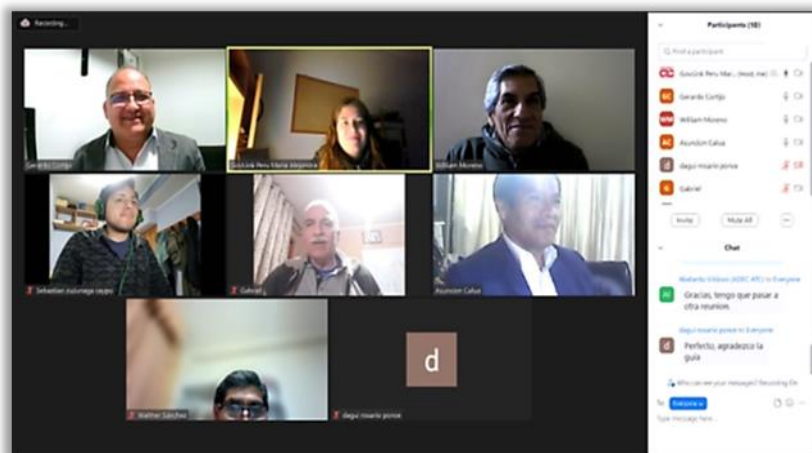
Human Centered Design (HCD)

It is an approach to design that places the person at the center of the entire process. It is understood as a philosophy, because its premise is that to guarantee the success of a product or service, the citizen must be taken into account in all design phases. It is also understood as a methodology, because it is a way of planning projects and a set of methods for each phase.
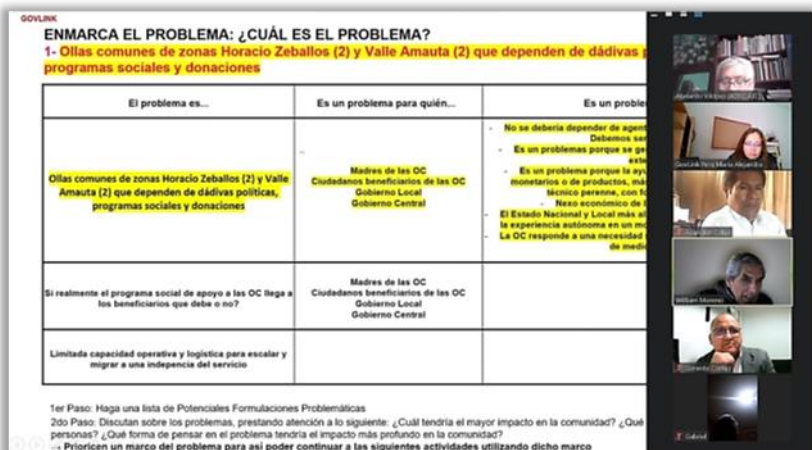
Images 7 and 8: Photos during the dictation of the Human Centered Design workshop for Municipality of Ate.

ATE PILOT

Testimonials and training metrics (*)

"Excellent, this is a methodology **that leads to a different way of understanding, analyzing and define a problem** so as to address it properly".

William Moreno – Deputy Management of Cooperation and National and International relations.

"An approach to identify clearly a problem. **Everything was perfect: the cordiality, the focus, the casuistry. Excellent use of matrixes in the practical exercises in the Manual.** I was able to strengthen my innovation vision"

Gerardo Cortijo – Digital Government Leader

I thought everything was excellent, the deduction and development to be able to **understand the importance of defining the problems within a project. How to build the indicators in relation to what's measurable and movable** in any kind of investigation.

Sebastián Zuzunaga – Deputy Management of Cooperation and National and International relations

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Training metrics (based on 10 participants)

Satisfaction with the training	★★★★★ 9 (90%)	★★★★ 1 (10%)
Quality of content	★★★★★ 8 (80%)	★★★★ 2 (20%)
Enabler	★★★★★ 10 (100%)	

(*) Based on the communications and satisfaction survey applied to the 10 participants of the Human Centered Design workshop

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ATE PILOT

A technological call and selection of the *startup*

The next step**, a regional technological call was made to the GovTech start-ups that were able to attend to the defined problem with the Municipality of Ate**. The call was answered by start-ups of three countries: Brazil, Argentina and Mexico.

The blind selection process started with the assessment of compliance of the four basic criteria defined by GovLink for the startups selection: (1) The organization must not know the startup that applies for the selection; (2) The solution have a high degree of novelty ; (3)The level of necessity of the municipality to this type of solution is high; and (4) The startup must have previous experience and/or successful government implementations in other countries.

After the assessment, the authorities of Ate selected the GovTech startup Brazilian-Chilean Daoura Insights, AI solution and cognitive technologies that enable the governments to understand people's needs, from their digital expressions and make decisions based in findings and relevant knowledge.
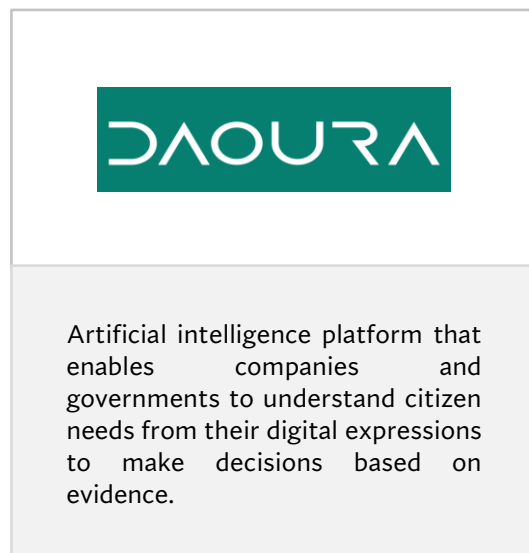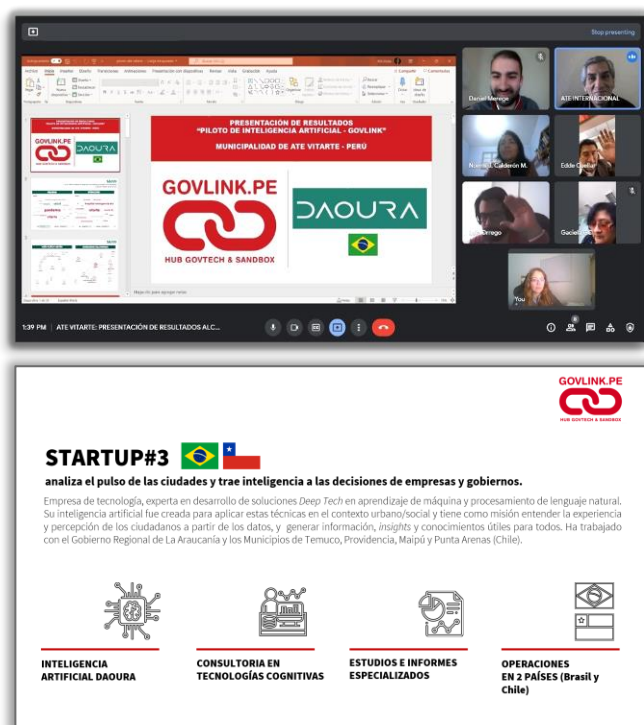
Artificial intelligence platform that enables companies and governments to understand citizen needs from their digital expressions to make decisions based on evidence.

Image 9: Photo of the virtual meeting to reveal the identity of the startup.
Images 10: Snapshots of the startup's blind presentation during the pilot selection process.

Development and results of the pilot

Daoura Insights proceeded to analyze 25 internet sources selected by the authorities of the Municipality. More than five thousand manifestations in a 30-day period, from 1st April 2021 were analyzed and compiled, and a demonstration of the system operation and obtained data was done through a series of online meetings.

IMPORTANT: The present given information is partial due to the limitations of confidentiality.

- **Number of analyzed sources:** 25 sources (web page and other media).
- **Period:** July 2021 (30 days).
- **Analyzed information:** 5.796 manifestations compiled and analyzed in the pilot's period: 372 were about transport, 105 about health (related to Covid-19), 104 were about citizen security, 30 about economy and employment, and others.
- **Sentiment:** 35.24% of the manifestations were positive, 40% were negative and 24.76% of the manifestations were neutral.
- **Relevant insights:** Concern for the pandemic and its consequences was found. Conditions to continue with prevention campaigns among the citizens and the municipality were found. A concern of the population was found for the municipality to improve its relationship and link with itinerant commerce and small businesses.
- **Surprise insights:** It was detected that "transport" was the urban category with the most frequent manifestations, with reported issues such as traffic, street and sidewalks maintenance, holes on the streets and others. It was a finding that was understood by the municipality as an opportunity for action and communication.

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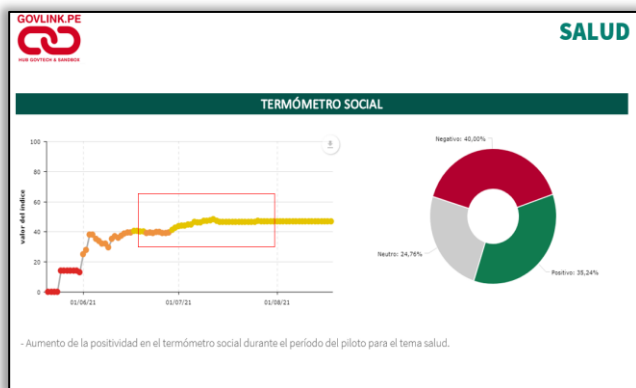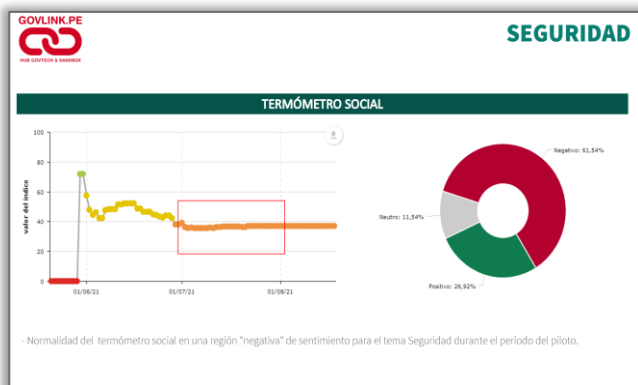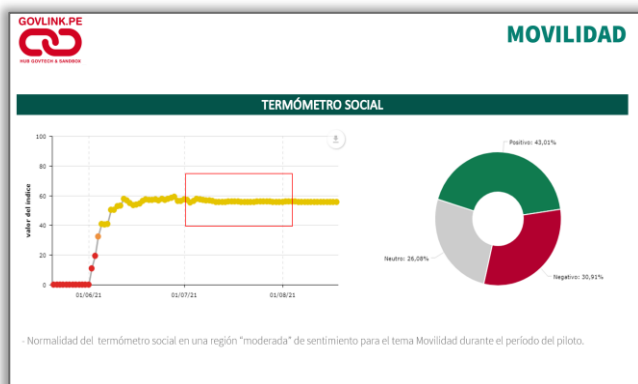
Images 11 and 12: Previous page. Images of the content that was part of the presentation of the findings of the startup Daoura Insights.
Images 13, 14, 15, 16 and 17: Snapshots of the content that was part of the presentation of the findings of the startup Daoura Insights.

Conclusions and achieved objectives

The period of the pilot allowed the extraction and analysis of relevant information for the understanding of the Ate's neighbors' citizen manifestations in digital platforms and created perceptions and specific knowledge regarding the addressed problems, which enabled the authorities of the District Municipality of Ate to make decisions based on evidence and reliable data. This allowed them to enhance their management of Covid-19 and their relations with neighbors and citizens, from July 2021 onwards.

Pilot's achieved objectives

- **Awareness of the Municipality team about the importance of a proper management of data as very valuable asset** when designing strategies, policies or making decisions was achieved.
- **Awareness of the importance of validation exercises,** to get close to technology, previous to the contractual calls or public purchases of innovation.
- **Positive feedback was received in the satisfaction surveys** or assessments made in the work meetings between the start-ups and the civil servants.
- **100% of the civil servants were able to know, at least one new technological solution that they didn't know before.**

- **100% of the trained officials are experts today in at least one new methodology** for innovation or in the framing of problems
- **90% of the trained civil servants have expressed a high level of satisfaction** and /or a favorable opinion regarding the training received.
- **80% of the trained civil servants claim to have the ability to apply the new methodology learnt.**
- **80% of the civil servants consider that they can elaborate a functional technical requirement,** linked to the subject or solution worked with during the exercise.
- **100% of the planned activities for the implementation of the pilot were successfully completed.**

Recommendations

From the Daoura Insights startup to the District Municipality of Ate

- **Execute an extended monitoring,** with a greater time frame, that allows to gather insights in a greater scale and bring conclusions and findings with a higher degree of accuracy (minimum recommended: 4 months).

- **Carry out coordinated and administrated actions through the artificial intelligence platform**, so the municipality team can manage the demands and insights end-to-end and promote a citizen attention connected to the digital channels. De la *startup* Daoura Insights hacia Municipio Distrital de Ate.

From the District Municipality of Ate to GovLink

- **Provide an extended training plan**, where the teaching of all the Human Centered Design methodology is included, adding the other phases not learned, the "ideation phase" and "implementation phase" to finalized all the methodology.

- **Extend the training hours.**

From GovLink to the District Municipality of Ate

- **Adjust processes and procedures inside the Municipality.** The lived experience in this pilot test caused several reflections. The most important one refers to the need of align the strategic priorities with the daily tasks of the work teams.

- **Educate themselves in a design approach and encourage the participation of the community.** The pilot test has shown the Municipality need to define and develop a design approach for its processes, as well as the need to include in a participatory manner the community in its projects and decisions, since these have implications in the definition of the population-territory unit.

- **Implement a change management strategy** and adjust the liaising with the key actors. It was recommended to develop a change management strategy and a communication plan with core ideas and graphic pieces that support the relationship with the population. On the other hand, there is the necessity for the public opinion to get more informed about the projects, so they can bring their contribution to the process.

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ATE PILOT

Human team involved

Municipality of ATE

Eco. Edde Cuéllar – Mayor
William Moreno – National and International Cooperation Leader
Gerardo Cortijo – Digital Government Leader
Graciela Garcia – Councilor
Asunción Calúa – Community leader
Sebastian Zuzunaga – Ate Team
Dagui Rosario Ponce – Ate Team
Noemi Calderon – Ate Team
Gabriel Jaime Ochoa – Ate Team
Manuel Canchari – Ate Team
Elvis Aliaga – Ate Team
Walter Sánchez – Ate Team
Bertha Calderón – Ate Team
Abelardo Vildoso – ADEC ATC

Strategic partners:

FEMULP (Federation of Free Municipalities of Peru)

Peruvian University of Applied Sciences (**UPC**) y **StartUPC** accelerator

CCO Investment & Legal Advisors

Daoura Insights

Daniel Merege – CEO

GovLink team

María Alejandra Llosa – Co-founder
Luis Orrego – Co-founder
Edgard Gutiérrez – Co-founder
Edgar Pebe – Adviser
Mary Noelia Cruz – Adviser

2. Pilot project with the Regional Government of Arequipa

Country: Peru
Started: 9.3.2021 – Ended: 10.22.2021
Link: https://bit.ly/3NBWfgh

GovLink Category
2. Internal management

GovLink Category
4. Smartcities

Starting point

• **Arequipa, is a city located in the South of Peru**, is the capital of the province and region of the same name. The province of Arequipa, concentrates the 75% of the region's population: 1. 755, 684 inhabitants, being one of the most populated cities in the country. Arequipa's region is formed by 8 provinces and 109 districts. The Province of Arequipa is formed by 29 districts and their administrative authority is the **Gore Arequipa**, it is the legal entity that is in charge or the region administration.

In September 2021, the Secretary General and the Information Technology office of the Gore Arequipa, provided the opportunity so that GovLink could carry out two pilot exercises: (1) An appointment system to support the process of obtaining driving licenses of the Regional Transport Management; (2) a management and handling of data system for the citizen security observatory and the test of an integrated system for the interconnection of security cameras in two districts, supporting the Regional Citizen Security Committee (CORESEC, in its Spanish acronym).

• **To achieve this, it was included in the process the areas of Information Technology, the Regional Transport Management and the Regional Citizen Security Committee.** The systematization exercise per se started in September 2021; however, the pilot had to have a paralyzation phase, due to legal issues within the Regional Government, specifically the detention of the governor Elmer Cáceres, on 22nd October 2021, and the consecutive demise of the vice governor Walter Gutierrez on 22nd November 2021.

AQP PILOT

General objective of the pilot

To plan and implement a pilot exercise of solutions GovTech in a small scale that allow that (1) The Regional Transport Management improve **the process of obtention of driving licenses**, and (2) the Regional Citizen Security Committee (CORESEC), **optimize the data management and improve the monitoring of security** in two districts of Arequipa.

Image 1: Photo of the first coordination meeting between Gore Arequipa and GovLink dated September 3, 2021.
Image 2: Plaza Yanahuara in Arequipa (Photo: M.A.Llosa)

Specific objectives of the pilot

1. **Strengthen the abilities of the civil servants selected by the Gore Arequipa** in the use of the methodology for the framing of problems.

2. **Link the Gore Arequipa with GovTech start-ups with validated solutions,** according to the previously defined problem, and perform a blind selection process to choose three start-ups that attend to the pilot exercise.

3. **Implement a validation exercise of small scale**, that incorporates the layout, the demonstration and test of the technological solution or solutions selected by the institution, to be able to know the basic configuration, content and other characteristics that prove the functionality and performance of the solution.

AQP PILOT

Description of the pilot's experience

The project started its planning in April 2021; however, the acceptance document was received on the 23rd August, having the first work meeting on Monday 03rd September 2021.

It started with the selection of the issues to address by the Gore Arequipa authorities. Having as alternatives the nine work categories that GovLink have: (1) Rendering of Services, (2) Internal management of the organization, (3) Civic Participation, (4) Smartcities, (5) Communication, Reputation and Image, (6) Health, (7) Mobility & Transport, (8) Citizen Security y (9) Energy & climate.

Finally, after a careful and bureaucratic process that lasted a little under four weeks, the Gore Arequipa chose two work categories: Internal management of the organization (category #2) and Smartcities (category #4).

The next step was to proceed to call on the participation of the actors in the priority areas linked to the pilot's development: The Regional Transport and Communication Management and the Regional Citizen Security Committee (CORESEC), an s a series of work meetings were organized in order to define their needs.
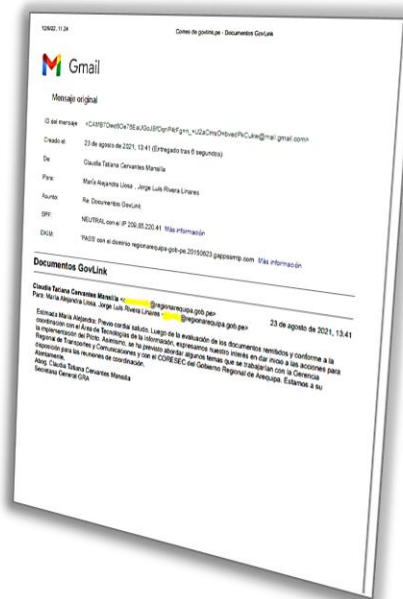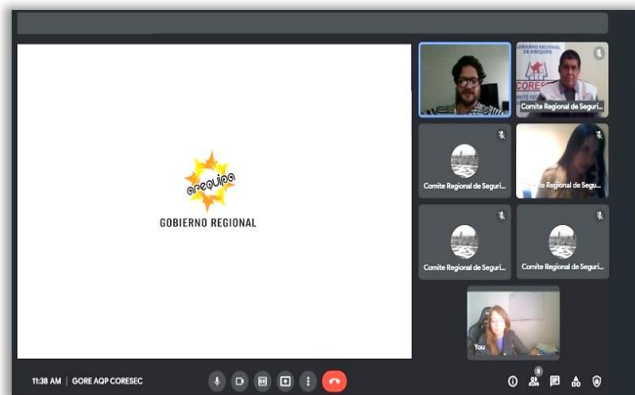

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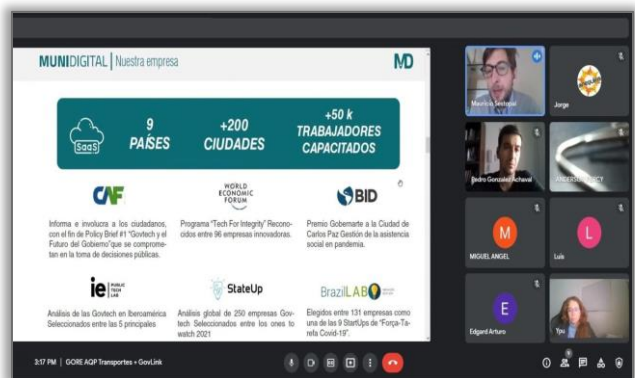**Image 3:** Pilot project acceptance email, sent by the General Secretary of Gore Arequipa, dated August 23, 2021.
Image 4: Graphic design snapshot of the promotional announcement for the start of the pilot project, dated Friday, August 23, 2021.

AQP PILOT

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Imágenes 5, 6 y 7 : Instantáneas de las reuniones de trabajo realizadas entre el Gore y las *startups* Govtech seleccionadas.

Human Centered Desing (HCD) Training

Before it was possible to start the round of training sessions of Human Centered Design methodology, the pilot project had to be abruptly stopped due to a paralyzation phase caused by political issues. The problems started on 22nd October 2021 and are described in the appendix Pilot's Development. The first workshop was supposed to be taught on Tuesday 26th October 2021 from 17:00 to 20:00, online; however, it had to be cancelled.

Technological call and startups selection

Meanwhile, while the planning of the Human Centered Design, was being done, GovLink and the Gore Arequipa started the technological call for the GovTech startups. **The call was answered by startups from three countries: Colombia, Argentina and Mexico.**

The blind selection process started with the assessment of compliance of the four basic criteria defined by GovLink for the startups selection: (1) The organization must not know the startup that applies for the selection; (2) The solution have a high degree of novelty ; (3)The level of necessity of the municipality to this type of solution is high; and (4) The startup must have previous experience and /or

successful government implementations in other countries. **After the assessment, the authorities of Gore Arequipa selected three start-ups: Datascketch (Colombia), Cívica Digital (Mexico) and Munidigital (Argentina).**

Development and results of the pilot

The pilot with the Regional Government of Arequipa started on 23rd August 2021. Even though the process of training scheduled for Tuesday 26th September 2021 couldn't be done, it was achieved the preliminary way the work guidelines, the two challenges to address and three GovTech startups were selected. One of them, MuniDigital, was able to complete their pilots 100% with the Regional Transport and Communications Management Office. The other two, were unable to complete their pilots due to the project cancelation.
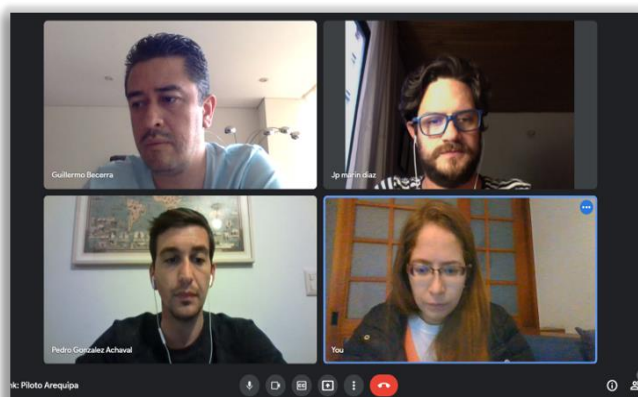
The pilot was forced to enter a paralyzation phase, due to political issues within the Regional Government of Arequipa, specifically the police detention of the Arequipa regional governor, Elmer Cáceres on 22nd October, situation that was aggravated by the consecutive demise on 22nd November of the vice governor, Walter Gutierrez, who days before had assumed the Regional Government of Arequipa direction.
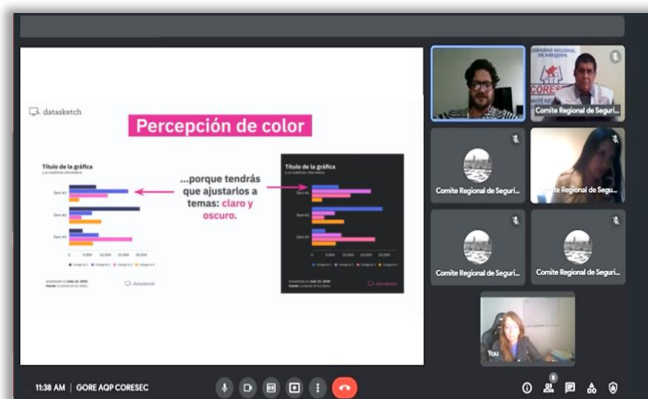
Achieved objectives with the pilot

Before the cancellation of the exercise, we were able to complete the following objectives:

- **Category selection:** The nine GovLink categories were successfully selected by the Gore: Internal management of the organization (category #2) and Smartcities (category #4). The needs of the areas were also defined, together with the Regional Transport Management and the Regional Citizen Security Committee.

- **Definition of the challenges to be addressed**:

  1. With the Regional Transport and Communications Management: To perform the configuration, framing, layout and demonstration of a customized system of appointment to support the process of obtaining the drivers' licenses (with MuniDigital).
  2. With the Regional Citizen Security Committee: Perform the configuration, layout and demonstration of two technological systems: (1) one for the handling and administration of data for the new citizen security observatory of the Regional Government of Arequipa (with Datasketch); and (2) a system for the interconnection of security cameras for two pilot districts: Cercado and Yanahuara (with MuniDigital).

GOVLINK.PE

HUB GOVTECH & SANDBOX

- **Digitalization of the form for the Regional Transport Management examiners:** The company MuniDigital was able to complete the digitalization process of the forms for the examiners in charge of the processes of obtaining driver's licenses.
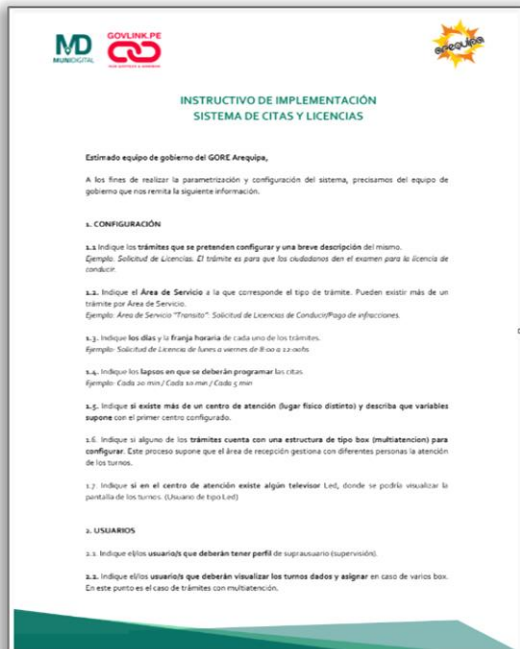

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Image 8: Snapshot of the kick-off meeting between GovLink and the startups selected by Gore Arequipa.
Image 9: Snapshot of the presentation of the startup Datasketch from Colombia.

- **Presentation of layouts, access and execution of tests of the appointment system for the Regional Transport Management:** The company MuniDigital was able to present the layout and access credentials to the appointment and drivers' licenses system to two members of the team of the Regional Transport and Communications Management of the Gore Arequipa: Anderson Percy Valencia Carpio and Miguel Angel Aranzamendi Álvarez, who for a week, from 11th October 2021, were able to use and get acquaintance with the basic settings, content and other characteristic of the GovTech solution "Turnero" and test its performance.

- **Compilation of required and relevant information about the Gore Arequipa:** We were able to compile relevant information of the involved areas for the layout, configuration and framing of the requested systems.

- **Work meetings:** There was a total of nine work meetings with the Secretary General, Regional Transport and Communications Management, and with the Regional Citizen Security Committee (CORESEC, in its Spanish acronyms).

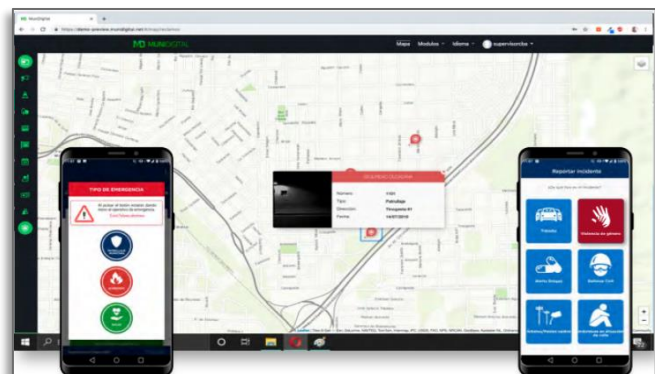# AQP PILOT

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Image 10: Manual for the implementation of the Turnero system.
Image 11: Input image for the digitalization proposal of the template for examiners for Transport licenses.
Images 12, 13 and 14: Snapshots of the content that was part of the presentations of each startup at Gore Arequipa.

Conclusions and objectives achieved

During the execution of the pilot, it was completed the information analysis of the compiled information, that was useful to extract relevant insights for the starting of the process. **Despite the validation exercise being finished on 22nd October 2021, some objectives were achieved:**

- **100% of the civil servants have known at least one new GovTech technological solution**, that they didn't know before.
- **100% of the layout and testing of one of the requires systems by the Gore Arequipa was completed**: appointment system for the Regional Transport and Communication Management.
- **100% of the civil servants of the Regional Transport and Communications Management, that took part in the pilot, considered to have the abilities to elaborate a functional technical requirement**, referred to the subject or worked with solution during the exercise.
- **Awareness of the importance of the validation exercises was achieved in the civil servants** to approach technology, prior to the public purchase calls.
- **A very positive feedback was achieved in the satisfaction surveys.**

- **It was possible to capture the interest of the involved areas** and sow the first seed to help motivate the change and breaking the inertias within the institution, providing new approaches and ways of work using technology.
- **A good communication of the areas involved was achieved**. In order to be able to modify the behavioral dynamics, we had an intermediate participation, but with some reluctancy from some officials.
- **50% of the planned activities for the implementation of the pilot were successfully completed.**

AQP PILOT

Human team involved

Regional Government of Arequipa

Claudia Tatiana Cervantes – Secretary General of the Regional Government of Arequipa
Jorge Luis Rivera – Technology and Digital Government Office
Anderson Percy Valencia - Transportation and Communications Management
Miguel Angel Aranzamendi - Transportation and Communications Management
Milton Rondón Andrade - Technical Secretariat Regional Committee for Citizen Security – CORESEC

Teams involved:
Regional Transportation and Communications Management Team
Regional Committee for Citizen Security Team

Strategic partners:

Peruvian University of Applied Sciences (UPC) y StartUPC accelerator

CCO Investment & Legal Advisors

Selected startups

Juan Pablo Marín – Datascketch
Juan Pablo Escobar – Cívica Digital
Guillermo Becerra – Cívica Digital
Pedro González – Munidigital

GovLink

María Alejandra Llosa – Co-founder
Luis Orrego – Co-founder
Edgard Gutiérrez – Co-founder
Edgar Pebe – Adviser
Mary Noelia Cruz - Adviser

3. Pilot project with Regional Government of La Libertad

Country: Peru
Started: 1.20.2022 – Ended: 5.26.2022
Link: **https://bit.ly/3qFGYBY**

GovLink Category
4. Smartcities

GovLink Category
6. Health

Starting Point

▪ **La Libertad, is a region located in the north of Peru. With a population of 2. 277, 363 inhabitants, is one of the most populated cities in the country after Lima and Piura.** La Libertad region is formed by 12 provinces and 83 districts. Its capital is Trujillo, capital of the province of the same name, and it concentrated the 60% of the region's population. The province of Trujillo is formed by 7 districts and its administrative authority is the District Municipality of Trujilllo. The Regional Government of La Libertad or Gore La Libertad, is the legal entity that is in charge of the region's administration.

▪ **In January 2022, the Regional Business, State, Academia and Organized Civil Society Committee - CREEAS (in its Spanish acronyms), from La Libertad Chamber of Commerce, contacted GovLink with the Regional General Management of Gore La Libertad** to carry out a pilot in support of the region in their smart administration of registrations and online information storage for the Regional Education Management, and another pilot for the georeferencing of the family form for the Regional Health Management.

▪ **For this reason, GovLink, CREEAS and Gore La Libertad started conversations on Thursday 25th November 2021** to carry out a GovTech solutions pilot exercise in the region.

▪ **The Project was supported by the high governance, being the Region General Manager, Mr. Luis Rogger Ruíz Díaz, who led the process. The Regional Health Management, Regional Education Management, Regional Recruitment Management and the Regional Labour and Employment Promotion Management were included in the work plan**. The systematization exercise per se started in January 2022 and lasted until May, the same year. <

GRLL PILOT

General objective of the pilot

To plan and implement a pilot exercises of GovTech solutions that allow (1) the smart administration of registration and online information storage for the Regional Education Management and (2) the georeferencing and smart administration of the processes in the Regional Health Management of the Regional Government of La Libertad.
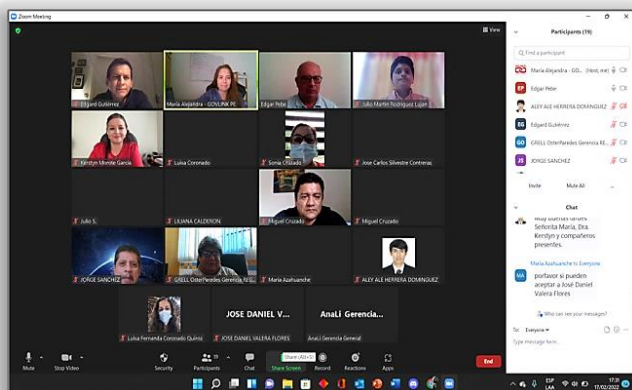

Image 1: Snapshot of the first working meeting between GovLink and Gore La Libertad, dated January 20, 2022.
Image 2: Citadel of Chan – Chan (Photo: La República Newspaper)

Specific objectives of the pilot

1. **Strengthen the abilities of the civil servants selected by the Regional Government La Libertad** in the use of methodologies for innovation.

2. **Linking Gore La Libertad with Govtech startups with validated solutions,** according the previously defined problem, and to perform a blind selection process to choose a shortlist of three startups to attend to the pilot exercise.

3. **Implement a small-scale validation exercise** that incorporates the layout, demonstration and test the technological solution or solutions selected by the Regional Government of La Libertad, to know the basic configuration, content and performance of each solution.
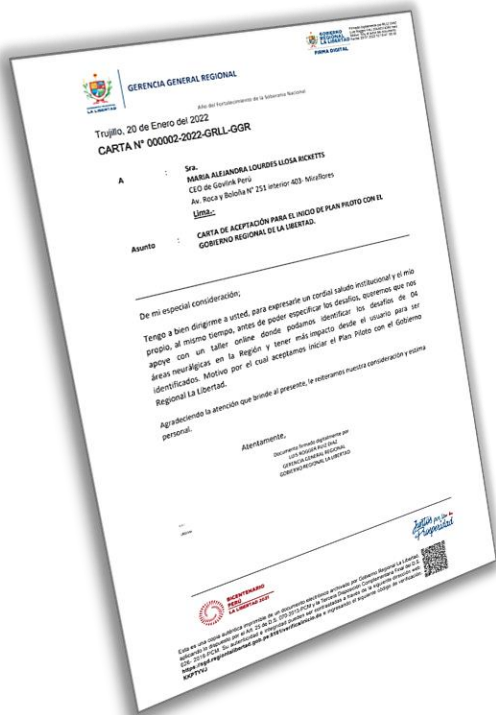
GRLL PILOT

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Image 3: Acceptance letter from Gore La Libertad N°000002-2022-GRLL-GGR, dated January 20, 2022.
Image 4: Snapshot of the first virtual meeting, between GovLink and Gore La Libertad, dated Friday, January 20, 2022.

Description of the pilot's experience

The planning process of the pilot exercise started in November 2021, however the official start date was 20th January 2022, after having received the acceptance letter from the Regional Government of La Libertad, signed by the General Regional Manager Mr. Luis Rogger Ruíz Díaz.

It was proceeded to call the participation of the linked actors of the priority areas for the development of the project: The Regional Health Management, Regional Education Management, Regional Recruitment Management and the Regional Labour and Employment Promotion Management.

Meanwhile, the selection of categories of problems to address by the authorities of the Gore, started. Among the nine work categories that GovLink has, **the Regional Government of La Libertad authorities chose the category of Health (category #6) and Smartcities (category #4).**

The pilot project started with the training and teaching of two innovation methodologies: (1) Human Centered Design (HCD) and (2) Agile Project Management using the Kanban method.

GRLL PILOT

Training with Gore La Libertad

Target audience of the training

Aimed to civils servants and employees of the Regional government of La Libertad, selected by the authorities to take part in the GovLink pilot, in order to train leaders in the fields of innovation methodologies of products, services, internal processes, models, and others, who wish to develop creative solutions through the Human Centered Design methodology and the Agile Project Management with Kanban method, under a sustainable perspective.

Training objective

To learn about the Human Centered Design methodology, first approaching the "Inspiration phase", to know how to define and frame correctly a problem and discover intervention opportunities, through an analysis process centered in the citizens and their real or perceived needs, as well as the Agile Project Management using the Kanban method, focusing first in the internal organization of the teams , which will allow to plan or design solutions with the advantage of being customized, differentiating and with social impact.

Methodology

9-hour theorical-practical classes, via videocall platform Zoom. The dynamic consists on the presentation of a topic for 10 minutes, with prompts to resolve a practical exercise in real time, using a Manual given to the civil servants previously and using technological tools such as Mural, Trello and others. Active and collaborative participation by the civil servants. We used strategic designed tools, such as the actors map, metric selection, problem tree, among others.

Two training workshops were planned to defined and frame properly the problems of the areas involved and support the Gore in the projects formulation: 1) Human Centered Design workshop and 2) Agile Project Management using the Kanban method workshop, in conjunction with the company Scentinet. There were 9 hours of teaching and 3 intense weeks of dynamic training, with classes and research and relevant information delivery tasks to the organization.

The training phase started with the Human Centered Design workshop, based on the Bloomberg Philanthropies methodology, taught by Ms. María Alejandra Llosa, from GovLink, on Thursday 17th February 2022. 19 officials took part, and two needs were able to be defined:

1.   Implementation of an information registration system online and or administrative and sanitary dynamic indicators control chart that helps the Regional Health Management to make the primary health care more efficient in the region.

2.   Implementation of a platform or technological solution so the Regional Education Management is able to carry out an integrated and smart administration of registration and online information administrations for the region's students and teachers.

After that, the second workshop **Agile Project Management using the Kanban method workshop** took place, in conjunction with the company Scentinet, taught by Mr. Óscar Medina, on Tuesday 16th March 2022, where 13 civil servants of the Gore La Libertad an 6 guests participated. It was worked based on the needs found in the previous workshop.
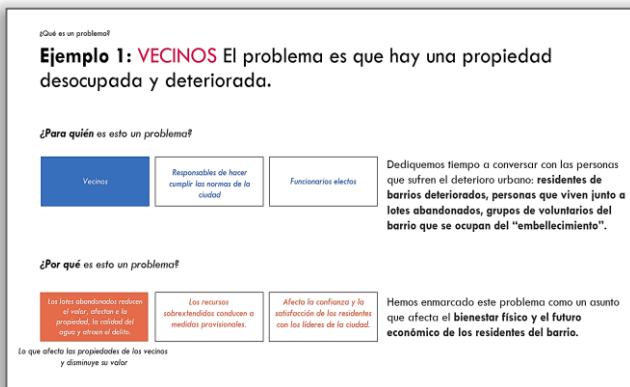

Images 5 and 6: Photos taken during the development of the dictation of the workshops.
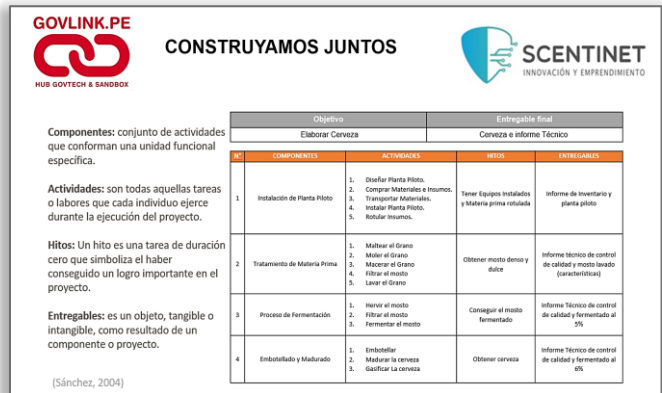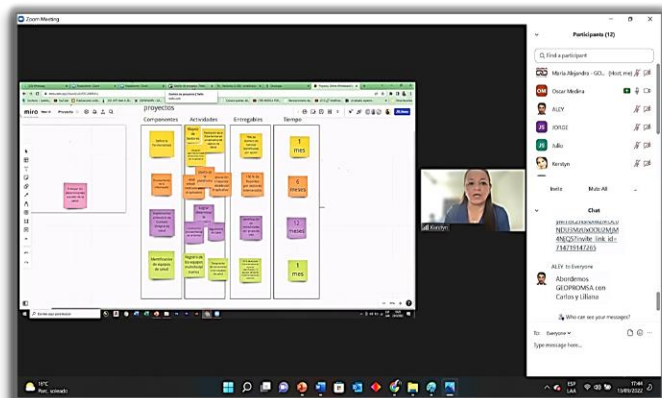
Images 7, 8, 9 and 10: Snapshots of the teachers' resources for the dictation of both workshops.
Image 11: Snapshot taken during the dictation of the Agile Project Management workshop, using the Kanban method.

GRLL PILOT

Testimonies and metrics of the trainings (*)

"I think that Human Centered Design **is a valuable technique to define the problem and propose the generation of innovative ideas**. The work matrixes given were very useful, we manage to define challenges, metrics, actor's maps, research plans, problem tree. We have learnt a lot."

Kerstyn Morote – Regional Health Manager

"Thank you for the learning opportunity. The Human Centered Design opens a new path, because **it made us understand that we should work so the services can adapt first to our citizens and not the other way around**. It has been a valuable course, thank you."

Oster Paredes – Regional Education Manager

"The Agile Formulation and Administration of Projects with the Kanban method, **is a methodology change that entails a change in the way we work**, because impacts in the organization with technological tools like Mural and Trello. I highly recommend it."

Liliana Calderón – Regional Health Management Team Member

Training metrics (based on 38 participants)

|		
Satisfaction with the trainings	★★★★★ 32 (84%)	★★★★ 8 (21%)
Quality of content	★★★★★ 34 (89%)	★★★★ 4 (11%)
Enablers	★★★★★ 37 (97%)	★★★★ 1 (3%)

(*) Based on the communications and surveys applied to the 38 participants of the two workshops.

Technological call and *startups* selection

A technological call was made, and GovTech startups of four countries answered: Argentina, Brazil, the USA and Colombia. The blind selection process started with the assessment of compliance of the four basic criteria defined by GovLink for the startups selection: (1) The organization must not know the startup that applies for the selection; (2) The solution have a high degree of novelty ; (3)The level of necessity of the municipality to this type of solution is high;

and (4) The startup must have previous experience and /or successful government implementations in other countries. **After the assessment, the authorities of Gore La Libertad selected the following startups: Smartcity TNG (Argentina),** company that has worked over the last 10 years in the implementation of technologies dedicated to optimize and extend the services and administration quality of governments and cities; and **Datascketch (Colombia)**, company that creates information systems for the administration of varied data sources from Excel spreadsheets to text documents or data bases.
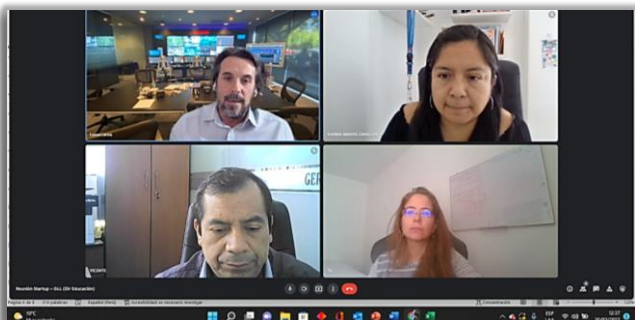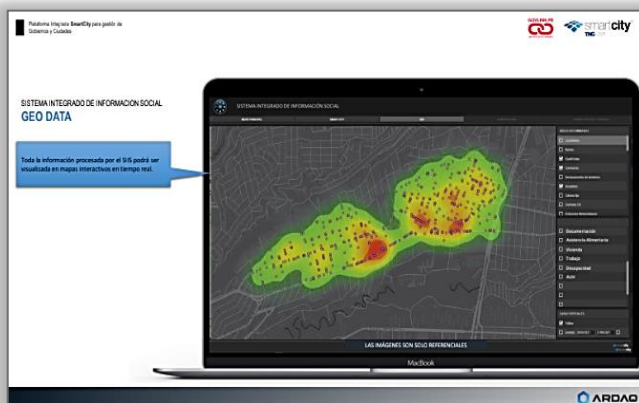

Images 12, 13 and 14: Photos of the virtual meetings to reveal identities and presentations, during the startup selection process in the pilot with GRLL.

GRLL PILOT

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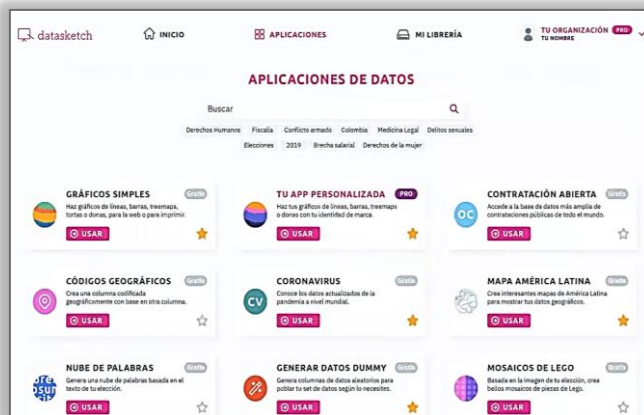
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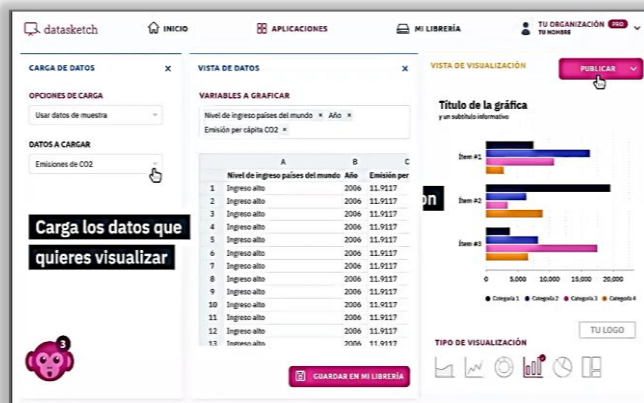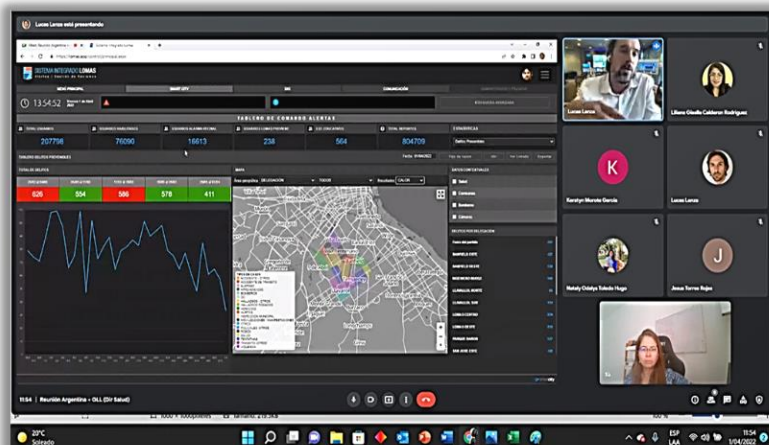**Images 15 and 17:** Snapshots of the content that was part of the demo presentation and findings of Smartcity TNG (Argentina).
Images 16 and 18: Snapshots of the content that was part of the Datasketch demo presentation showing the operation of the **data visualization applications**.
Image 19: Photo during the presentation of the demo and findings of the startup Smartcity TNG (Argentina).

GRLL PILOT
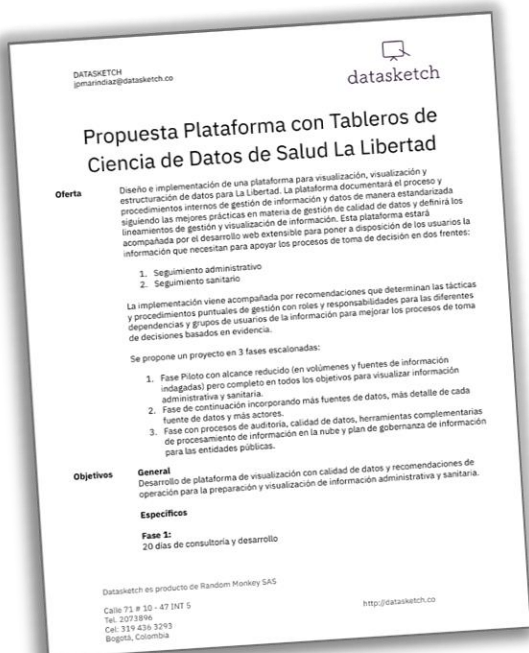
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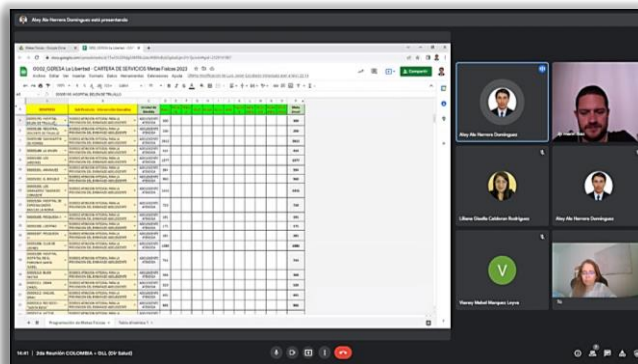
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Images 20 and 21: Cover of the proposal documents of the startups Smartcity TNG (Argentina) and Datasketch (Colombia).
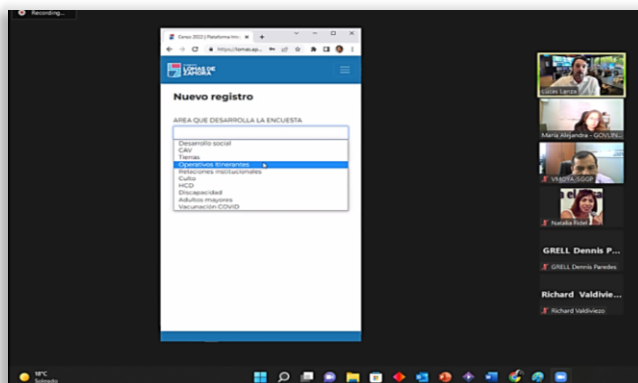
Images 22, 23 and 24: Snapshots of the content that was part of the presentations of models and findings of the startups Smartcity TNG (Argentina) and Datasketch.

Conclusions and achieved Objectives

The period of the pilot allowed us train a group of civil servants of the Gore La Libertad in innovation methodologies, so they could identify the needs and problems, execute a blind selection process of the GovTech start-ups and develop a pilot exercise to show the basic configuration and characteristics of the solutions to prove their performance and quality.

Achieved objectives of the pilot

The pilot ended on May 2022 and the following objectives were achieved:

- **100% of the civil servants have known at least one new GovTech technological solution.**
- **80% of the civil servants that took part in the pilot consider they can elaborate a functional technical requirement**, linked to the subject or solution worked during the exercise, to be able to address a later exercise of PPI.
- **100% of the civil servants that took part in the pilot were trained and master at least one innovation method** or agile project management.
- **90% of the trained civil servants during the pilot have expressed a favorable opinion** or a high level of satisfaction, regarding the information received.

- **80% of the trained civil servants claim to have the ability to apply the new methodology learnt.**
- **100% of the civil servants that received the final proposal from the start-ups gave a high satisfaction rating to it.**
- **The union of the teams round the planned objectives was achieved.**
- **Thanks to the previous training, the definition and framing of the involved areas needs was achieved.**
- **Awareness of the importance of validation exercises**, to get close to technology, previous to the contractual calls or public purchases of innovation, was created.
- **The compilation of the required information for the layout, framing and execution of the tests, was achieved.**
- **A very positive feedback was received in the satisfaction surveys** or in the assessments made in the work meetings between start-up and the civil servants.
- **Smartcity TNG (Argentina) was able to finish the 100% of the pilot exercise planned activities, performing a layout, tests and presentation of the preliminary document of the GovTech solution for the Regional Education Management**, for the integrated and smart administration of registration and storage of online information about students and teachers

from over 5991 educational services, distributed in the 15 units of the La Libertad region, and particular data with the goal of knowing their current state (geolocated statistics data. After that, the platform will be able to use forms/ students and/or teachers' records with evolutive administrative processes.

- **Datascketch was able to finish the 100% of the pilot planned activities, performing a layout, tests and presentation of the preliminary document of the GovTech solution for the Regional Health Management**, that will allow the design and implementation of a data display and structuring platform for the region's health area. This platform will document the internal processes and procedures of data and information administration in a standardized manner, following the best practices in the matter of quality administration of data and will define the administrative and display guidelines of the information. This platform will be accompanied by the extendable web development to make the information available to the users, so as to help the processes of decision making in two fronts: administrative and sanitary monitoring.
- **It was proven that the tested systems could reduce the amount of time invested in the processes and generation of printed resources (paper zero).**

- **100% of the activities planned for the pilot's implementation were successfully completed**

First innovation center for smart cities in Latin America. It works on the implementation of technologies to optimize and expand the quality of services and government management.

Colombian data platform that allows citizens to learn and consult data visualizations, tools, software and in-depth research on various current issues.

Recommendations

De From the start-up Datasketch to the Gore La Libertad:

- **Develop and implement a display platform with quality data and operations recommendations for the preparation and display of sanitary and administrative information for the Regional Health Management of the Gore La Libertad.** A 3- staged phases project is proposed:

  1. Phase #1: Pilot with a medium range (researched volumes and information). Includes all the objectives to display sanitary and administrative information.
  2. Phase #2; Incorporate more data sources and actors, more details for each source.
  3. Phase #3: Scale with auditing processes, data quality, complementary cloud-based information processing tools and information governance plan for the entity.

From the start-up Smartcity TNG to the Gore La Libertad:

- **Implement the SmartCity Hub platformed**, customized and configured to the necessity of the Regional Education Management of the Regional Government of La Libertad, that allows the performance of a students, teachers and establishments census, through the different channels with forms that compile the requested data, to integrate multiple technologies and communication channels, administer alerts, notifications, automatized process, analyze information, and process great volumes of information through artificial intelligence. It is proposed to start with a census phase that includes: (1) needs survey; (2) platform configuration; (3) design and customized configuration of the apps; (4) Use in Beta mode of the platform; (5) training in the use of the platform for the GRLL team and (6) commissioning and technical support.

From the Gore La Libertad to GovLink:

- Provide Gore with an extended training plan, where the teaching of all the Human Centered Design methodology is included, adding the ideation and implementation phases. Likewise, add the training course of Performance Management with OKRs y KPIs, that complement what was taught.
- Extend training time.

GRLL PILOT

From GovLink to the Gore La Libertad:

- **Perform a monitoring of the services users' needs in a three-month period**, so as to obtain information about additional needs or new ones.
- **Change Management Strategy.** It was recommended to develop a change management strategy for the digital transformation and a communication plan with core ideas and graphic pieces that support the improvement of the relationship with the population.

- **Design approach and encourage the participation of the community.** The pilot test has shown the Gore's need to define and develop the design approach for its processes, as well as the need to include in a participatory manner the community in its projects and decisions
- **Continue with the training processes in innovation methodologies** and in linked subjects to the implementation of emerging technologies.

Human team involved

Regional Government of La Libertad

Luis Roger Ruíz Díaz - Regional General Manager
Kerstyn Morote - Regional Health Manager
Liliana Calderón - Regional Health Management Team Member
Aley Herrera - Regional Health Management Team Member
Oster Paredes - Regional Education Manager
Karina Minaya - Regional Education Management Team Member
Sonia Aracely Cruzado Castillo - Regional Contracting Manager
Enrique Michael Guevara Varela – Regional Labor and Employment Promotion Manager

Teams involved:
Regional Health Management team
Regional Education Management team

Strategic partners:

Comité Regional de Empresa, Estado, Academia y Sociedad Civil Organizada **(CREEAS La Libertad)**

†Ing. Hermes Escalante Añorga – Past President CREEAS
Lorena Sánchez – General Coordinator CREEAS

Peruvian University of Applied Sciences (UPC) y **StartUPC accelerator**

CCO Investment & Legal Advisors

Selected startups

Juan Pablo Marín – Datascketch
Eduard Borregón – Datascketch
Lucas Lanza – Smartcity TNG
Natalia Fidel – Smartcity TNG

GovLink

María Alejandra Llosa – Co-founder
Luis Orrego – Co-founder
Edgard Gutiérrez – Co-founder
Edgar Pebe – Adviser
Mary Noelia Cruz – Adviser

Scentinet

Óscar Medina – Founder & CEO

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Lessons Learnt

The GovLink pilot exercises has as a general objective to contribute to the reduction of corruption acts in the public system and support the modernization processes in the governments, providing a public-private connection place that functions as a showcase for knowledge of new technologies, access to dialogue and educational programs that broaden the skills of public servants and start-ups, so as to reinvent the way in which administrations engage to the GovTech ecosystem and change the paradigm of the traditional of Public Purchase of Innovation (PPI) process.

The GovLink pilot exercises is set as a reference for open innovation in the Latin American GovTech ecosystem. **Its development intends to create a new blueprint for the processes prior to the Public Purchase of Innovation, defining the new parameters from new ideas, references and good international practices. Additionally, the blind selection process (blind-dates) is introduced in the PPI processes, from the start of the development of the GovTech projects, so that the results promote equity, diversity and inclusion, as well as a particular regulatory sandbox model.** The execution of the project aims to set up a space where it is possible to experience

open innovation processes in a safe and inclusive way, where governments and start-ups are the protagonists and see their needs and demands met.

Among the main lessons learnt during the implementation of the pilot exercises with three Peruvian government entities are the following:

Lesson #1: Peruvian regulations have barriers and gaps, and do not respond to the reality of the streets and the needs of a new digital society.

- **The greatest barriers to progress towards a model of showcase of supply and demands from civil society are the limitations of Law No. 30225**, Peruvian State Contracting Law, in preparatory actions, Article 16 Requirement, since the technical parameters regulated for accessibility to validation exercises to generate knowledge, especially at the stage of need, are practically non-existent, but through technology and a renewal of the bureaucratic culture should find a solution. **This is the greatest challenge for the project**. It is necessary to define a series of applicable parameters both for piloting, especially in the need stage, and for the design of proposals to support the processes of knowledge generation and training of public officials or civil servants.

LESSONS

Lesson #2: In Peru, it is necessary to change the parameters with which public purchase is developed so that it is possible to carry out the acquisition of technology after the pilots have been carried out and the regulatory sandbox model proposed by GovLink can be developed.

- **The fact that the current Law No. 30225 does not refer to the performance of validation exercises is an impediment to contracting with the Peruvian State**, and unnecessarily limits proper decision making in the acquisition of technology and preserves traditional contracting.
- **The observation of the Peruvian procurement model, among other things, has revealed the need to test the regulatory sandbox model** proposed by GovLink, which requires an

Imagen: Business Wire.

analysis of regulatory barriers linked to the type of technological solutions and an analysis of legislation compared to neighboring countries to determine how public procurement of innovation is developed and the existence of pilots, proofs of concept and demos.

Lesson #3: The piloting stage proposed by GovLink favors capacity building and the strengthening of technology-enabled democracy.

- To meet the challenges of technological advances, we need to do much more than simply shore up crumbling democratic institutions. Instead, **we must harness the emerging technology to build better and smarter institutions and civil servants**, trained in the deeper exercise of collective agency, engaged in and knowledgeable about the technology that can and should be acquired for the

Imagen: Bogotá City. Biz Latin Hub.

LESSONS

Imagen: Lima City, Christian Vinces / Shutterstock.com

- that exists among public officials to strengthen their abilities based on training in design and innovation methodologies and topics related to emerging technologies.

Lesson #4: Training in innovation methodologies and technology-related topics is a useful tool for strengthening local and regional abilities and competencies.

benefit of citizenship and the modernization of the public apparatus.

- **Today, for civil servants, the solutions offered to them are foreign and strange to their usual language**, therefore, they consider that the extra-commercial piloting exercises allow them to approach this unknown world in a friendly, professional and affordable way, in a context in which they can refine their needs, frame them correctly, talk to experts who help them understand this foreign world and learn about the operation, terminology, characteristics and benefits of GovTech technologies.

- **The attendance, opinions and evaluations of the surveys applied and the testimonials that have resulted from the workshops provided during the pilots corroborate the broad need**

- **At the beginning of the project, the attitude of the average civil servant towards technology and its technicalities was negative or distrustful, to the extent that they feel that technology is contrary to their role and interests**. We infer that it is for this reason that, in the PPI processes, in

Imagen: csc.gov.sg

most cases, technology is treated as any product or service of a material nature, when in fact technology implies the pre-existence of a problem, whose solution inevitably involves a change, as it is a "living" good (software, hardware) that results in the provision of a mission service (improvement of the quality of the provision and modernization of the State).

- **Training is essential to ensure that professionals are able to implement technological solutions applied to the local or regional reality and to the specific functional needs of the population.**
- **The perception of the pilot participants has been that when there are no technical experts in technology with the knowledge to carry out accessible and functional technological**

Imagen: Shutterstock.com

- **initiatives**, things are not done or are done badly; and no high governance authority is interested in providing them with training and exercises that allow them to be trained in topics related to technology.

Lesson #5: Project planning and phasing must anticipate the impact of political problems, stakeholder distrust and repeated administrative changes as barriers to implementation.

- **Political problems and administrative changes also lead to bureaucratic delays and barriers to action**, such as refusal or delay in initiating pilots, lack of institutional signature recognition for the processing of official documents, lack of dynamism in decision making and failed communication, resulting in practically restarting or abandoning pilot projects.
- **The development of validation exercises in terms of meeting objectives and deadlines may be affected by political problems and administrative changes in the local or regional entity.** While it is inevitable that such changes may alter the pilots, it is important to provide tools to ensure that the process can be monitored with a certain degree of independence. Such tools can be oriented to streamline the presentations and understanding of the project by new officials, to make it clear

that they are joining a process that is already underway.

- **The implementation of the pilot must always be ensured by means of a letter, official letter or agreement previously signed with the entity.**

Lesson #6: Blind selection can become a new tool for supply-demand selection in the GovTech context, to which to allocate resources and research.

- **The blind-dates criteria developed so far in the GovLink experience collect and provide filtered and partial information to the areas of interest of the stakeholders involved** (supply, demand, administrative management, academia, strategic partners), establishing a reliable and transparent basis for Public Purchase of Innovation. Certainly, they are under development and exercises will continue to consolidate them.

- **Training and research for the problem framework during the pilots is elemental to establish the data that will feed the subsequent processes.** This need encourages decision makers to live the process, helping the fairness of the selection.

Lesson #7: In order to meet the deadlines and objectives, the soundness of the methodology applied to the project must be ensured.

- Although the steps defined in the GovLink methodology propose a sequence of actions justified in the training and framing of problems of the entities, we consider that the three exercises carried out in Peru are a starting point, **but it is necessary to develop more validation exercises so that the work methodology can be strengthened and developed more effectively.**

Imagen: www.buuk.com

Future perspective

The experience developed by GovLink throughout its first year of life has allowed positive progress in the validation of the model, making clear the usefulness of the idea and the interest of governments in a mechanism that facilitates the processes of Public Purchase of Innovation in conditions that address corruption, regulatory gaps, discrimination in procurement processes, among other aspects. Based on this experience, GovLink has been developing a series of guidelines to be used to consolidate the regulatory sandbox and blind-dates proposals. Equal treatment and opportunities must be a must in any selection process, especially in the case of government entities. For example, the objective of **the creation of GovLink's blind-dates proposal is to challenge and confront the entrenched vices in the Public Purchase of Innovation processes**, since we believe it is essential that mechanisms are implemented so that start-ups and entities are linked, on the one hand, that public officials are trained, understand the language of technology and know the GovTech offer; and, on the other hand, that entrepreneurs approach their offers to governments and receive specialized technical advice.

By getting to know the offer in an open showcase, as in a department store, without aspects that influence their decision such as, for example, gender, race or others, **the public official accesses an experimental form of showcase that leads them to what is really important in a selection process: the value and quality of the GovTech solution, the experiences that support that solution and the meritocracy of its professionals**. It is a way to fight corruption, avoiding favoritism towards traditional suppliers or the usual deployment of power circuits. By diversifying the selection processes, we will be able to give access to technology companies that until now have been difficult to integrate and make visible in government procurement processes.

Our immediate perspective in the short and medium term is to continue with the development of piloting exercises, strengthen the mechanisms for calling start-ups, improve the timing of the pilots, improve the dynamics with local and regional governments in the Peruvian case, validate the proposed regulatory sandbox model, develop a complete training experience, in accordance with the needs of public officials participating in the pilots, and manage multilateral technical support and/or sources of funding for entrepreneurs for the implementation of our operational lines, develop a complete training experience, in accordance with the needs of the public officials participating in the pilots and manage multilateral technical support and/or sources of financing for entrepreneurs for the implementation of our operational lines, all with the objective of continuing to grow and consolidate GovLink's proposal.

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