Leading Change by Building State Capability: Introduction to Government Innovation Lab

Presentation Outline

1. Why a Government Innovation Lab

2. 5 Pillars of building state capability and government innovation for solving complex development challenges

3. GIL Blueprint: how we develop our own local solutions
   Example case: Youth Employment

4. Next Steps: How can we tackle Meghalaya's Priority Missions?

Why a Government Innovation Lab?
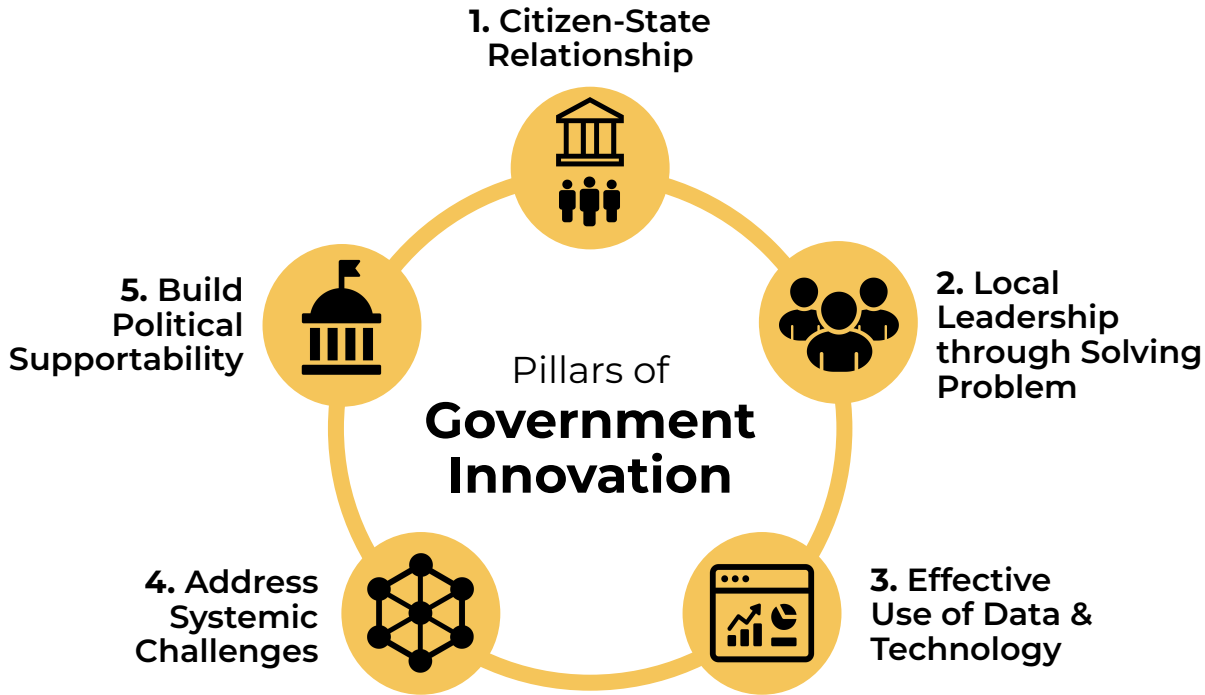
Why a **Government Innovation Lab?**

- Meghalaya has been **innovating differently to identify its priorities** and **design its own initiatives based local context and unique challenges.**.

- We conceptualised the **State Capability Enhancement Project (SCEP)** in 2020 to **support a few departments in experimenting their own ideas**, **collaborating across departments**, and **bringing systems reforms** to solve complex issues.

- Now, SCEP is being institutionalized as Meghalaya's **Government Innovation Lab (GIL)** to provide this support to all departments and to Meghalaya's leadership, to **realise the state's vision of becoming a top ten state by 2030**.

NOTE: GIL will function as the State Institute of Transformation and Innovation (on the lines of NITI Ayog) and focuses more on implementation and problem-solving

5 Pillars of government innovation for solving complex development challenges

Government Innovation Lab is based on Meghalaya's own approach to solving complex problems

This is being done by institutionalising the **5-pillar framework** experimented in the State under the State Capability Enhancement Framework

Pillars of **Government Innovation**

1. Citizen-State Relationship

2. Local Leadership through Solving Problem

3. Effective Use of Data & Technology

4. Address Systemic Challenges

5. Build Political Supportability

Government Innovation is about mobilizing citizens and all parts of the government to design and implement transformative reforms to solve critical problems.

Strengthen community institutions: give them purpose and a role in all programs

Ensure extension workers actually travel to villages and get feedback directly from the community

1. Citizen-State Relationship

Experiment and test different ideas. Then advocate and support ideas that work.

Conduct regular field visits to blocks, cluster and villages to build purpose and motivation

5. Build Political Supportability

2. Local Leadership through Solving Problem

Pillars of
Government Innovation

Mobilize all stakeholders, especially political leadership, to build momentum on critical challenges

Encourage and enable local officials to experiment and try new approaches to solving problems

4. Address Systemic Challenges

3. Effective Use of Data & Technology

Success is not just one village or one school. Think about how systemic barriers can be removed to facilitate larger change

Conduct regular cross-department meetings to review data, discuss challenges and ideate

How to put these pillars into practice?

GIL Blueprint: How we develop our own local solutions

GIL
Blueprint

Facilitate **Partnerships**

Identify & Diagnose the Problems → **Build Purpose & Leadership** → **Facilitate** Reviews & Problem Solving *Experiment New Ideas* Learn and **Adapt**

Document & **Publicly Communicate**

*Inspired by **Harvard Kennedy School's Problem Driven Iterative Adaptation Approach** for solving complex development problems*

GIL Blueprint in Action: Rescue Mission

- **Identify & Diagnose the Problem:** Maternal & infant deaths were seen as inevitable and as only a health problem.

- **Build Purpose & Leadership: Analysis of root causes** for maternal & infant deaths enabled building sense of purpose around solving the problem

- **Review, Problem-Solve, Learn & Adapt:** System of **data-informed weekly reviews** enabled discovery of local solutions & **building local leadership** at all levels. Enabled identification of **policy adaptations** such as **CMSMS & VHCs**

- **Impact:** Within two years, there has been **substantial reduction in maternal & infant deaths**

250   237   162   92
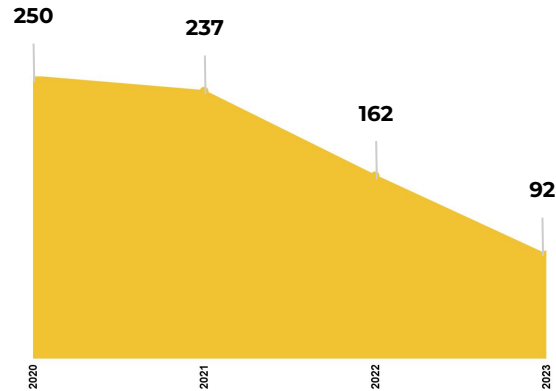
37% Reduction in
Maternal Deaths
(from 2020 to 2023)
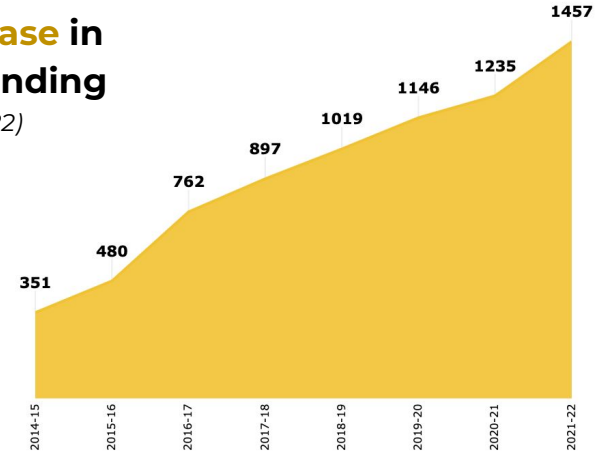
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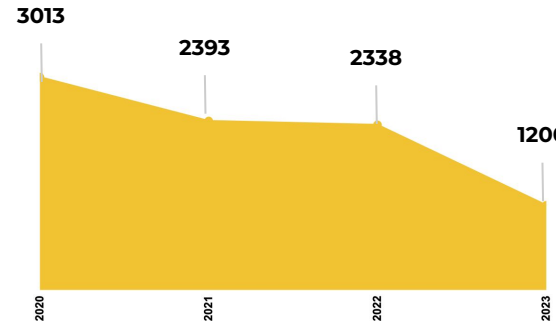
40% Reduction in
Infant Deaths
(from 2020 to 2023)

GIL Blueprint in Action: Rural Development

- **Identify & Diagnose the Problem:** Absence of **Panchayati Raj institutions** at the local level resulting in low uptake of NREGA + Poor **women's participation** in community institutions

- **Build Purpose & Leadership:** Built capability and activated over **6,300 Village Employment Councils (VEC)** to implement NREGA + The **women reservation policy** empowered women functionaries in VECs

- **Review, Problem-Solve, Learn & Adapt:** Mobilized **block-level officials** and **village leadership** to collaborate to solve local problems using NREGA

- **Impact:** Our approach **opened up a space for local innovations,** such as groups of villages pooling resources for large development projects

Five Fold Increase in **MGNREGA Spending**
(from 2014-15 to 2021-22)

Chart values: 351 (2014-15), 480 (2015-16), 762 (2016-17), 897 (2017-18), 1019 (2018-19), 1146 (2019-20), 1235 (2020-21), 1457 (2021-22)

40-45% of NRM spending
(from 2019–20 onwards)

Total MGNREGA Spending

NRM MGNREGA Spending

50000

0

2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22
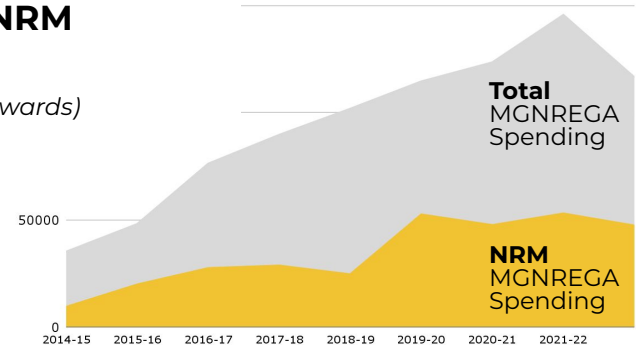
GIL Blueprint in Action: Women Empowerment

- **Identify & Diagnose the Problem:** Missing sense of purpose among SHG members resulting in low SHG formation till 2017

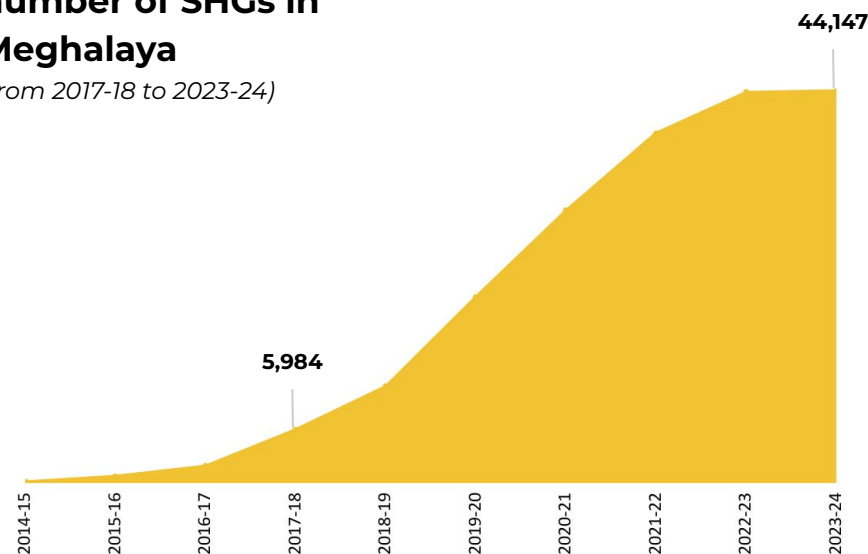- **Build Purpose & Leadership:** Mobilisation of women to see **SHGs as serving a larger economic & social purpose** led to exponential uptake in SHG formation under NRLM

- **Review, Problem-Solve, Learn & Adapt: SHGs have shown strong potential** to **address community health and nutrition issues,** by mobilizing pregnant women for ANC & VHNDs; supporting high-risk pregnant women with VRF; running transit homes for mothers; & providing SNP in over 1500 ICDS-uncovered villages

- **Impact: 91% of households** across the state have an SHG member with an access to capital of over INR 500 Cr through their SHGs.

Seven Fold Increase in **number of SHGs in Meghalaya**
(from 2017-18 to 2023-24)

44,147

5,984

2014-15 2015-16 2016-17 2017-18 2018-19 2019-20 2020-21 2021-22 2022-23 2023-24

Authorizer(s)
(senior state political & bureaucratic leadership)

Authorizer(s) **aligns State leadership** and organizations (eg. departments) towards achieving a particular vision, and clarifies role of the organization (organizational purpose).

How GIL functions through a 3-actor model of implementation

Facilitators
(Government Innovation Lab)

Facilitators guide **strategic planning** of initiatives, **coordinate** between teams and between champions & authorizers, assist **project management & documentation** of learnings

Champions
(Joint Secretaries, Directors, DCs, BDOs)

Champion works with facilitators to **investigate the problem**, **develop & test interventions**, and **share learnings and results** with the Authorizer. Authorizer assists Champion in addressing bottlenecks.

All 3 actors are crucial for bringing systemic change

GIL **Prerequisites**	_Example_
Articulation of An Aspirational Vision: We need a clarion call to tackle our most pressing challenges	**Eliminate Maternal Deaths**
State Innovation & Experimentation: We need to try new ideas and innovate at the state level	**Chief-Minister's Safe Motherhood Scheme**
Local Institutional Capacity: We need to build local capacity and leadership to drive development..	**Establishment of State Health Resource Centre and the Centre for Developing Child**

Goals for GIL

Human Development

- Increase life expectancy to 85
- Zero MMR and IMR
- Basic Literacy & Numeracy for All Children
- Healthy Adolescents: Mind & Body
- Full Youth Employment

Social Infrastructure

- Housing for All
- Universal Access to ECD Centre
- Universal Access to Schools
- Universal Access to Roads
- Universal Access to Electricity & internet

Climate Action

- Access to Water throughout the Year
- Employment in Sustainable Livelihoods
- Local Natural Resource Management in All Villages

Government Innovation Lab's

Priority Missions

The Government Innovation Lab has actively identified **priority areas focused on human capital-centric economic development** across various **lifecycle stages** for a stronger economy and happier citizens

This is a **low resource intensive strategy for bringing transformational development** in the state

Meghalaya's Human Capital-Centric Economic Development Model

Goal: To create strong foundations for future development of Meghalaya

Skilling, employment and entrepreneurship systems for youth will help us reap the benefits of demographic dividend

Adolescence is a critical window of opportunity to improve the physical and mental health of our youth

90% of Brain Growth happens just in the first 5 years. This period lays the foundation for a strong economy

Pyramid levels (top to bottom):
- Strong Economy
- Youth (20 to 29 yrs)
- School Children (9 to 19 yrs)
- Early Childhood (0 to 8 yrs)

Meghalaya's Priority Missions for Human-Capital Centric Economic Development

STRONG ECONOMY

Mental & Social Care Policy

Drug Reduction Elimination & Action Mission (DREAM)

Meghalaya Programme for Adolescent Wellbeing, Empowerment and Resilience (MPOWER)

Learning Mission

Early Childhood Development Mission (ECD)

Guidelines for ECCE/ECD, for joint action by depts

Rescue Mission & CM-SMS

Youth
(20 to 29 yrs)

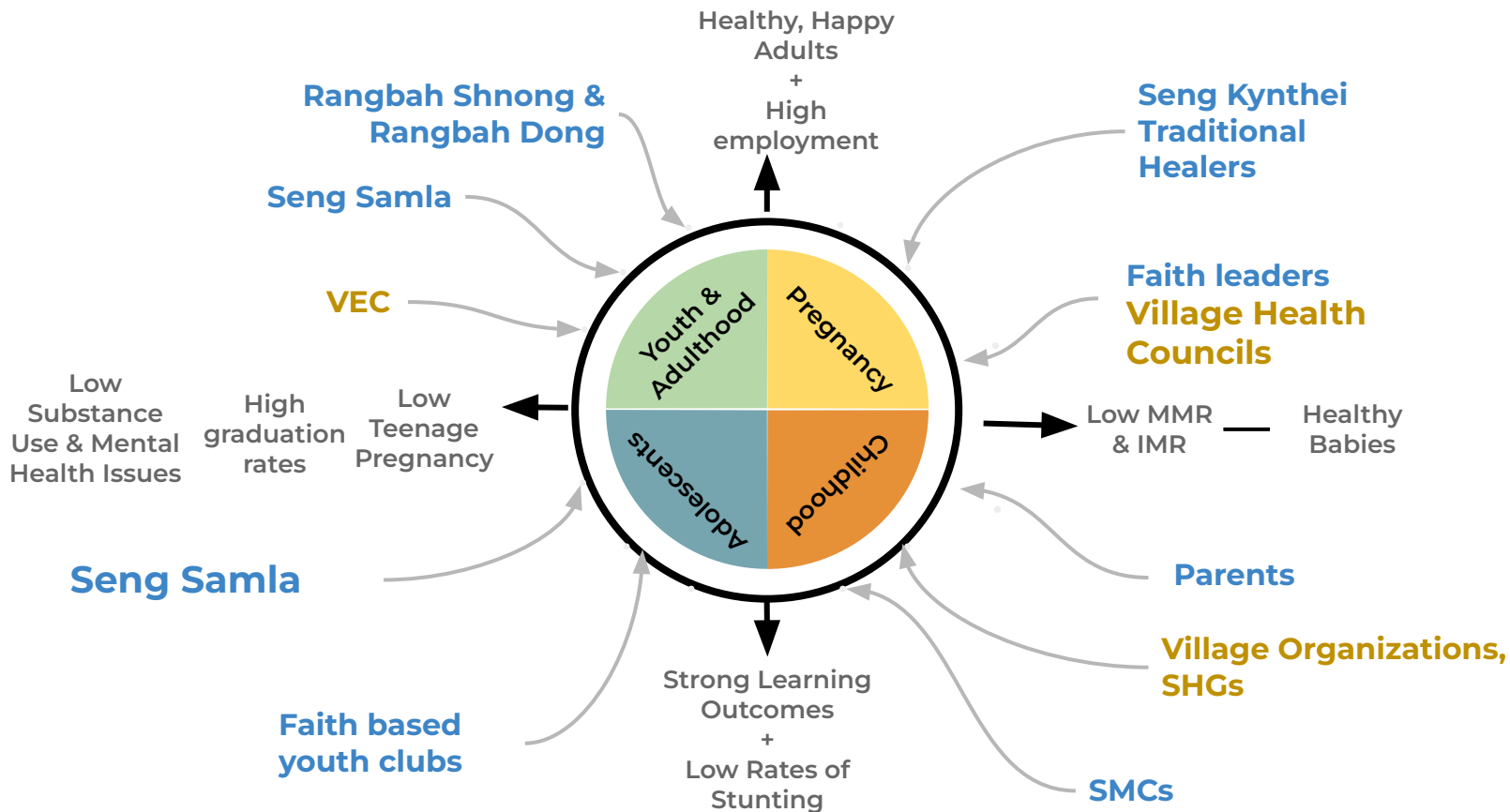**School Children**
(9 to 19 yrs)

Early Childhood
(0 to 8 yrs)

The Priority Missions leverage existing resources such as national flagship programs, Central sector schemes & State programs

Healthy, Happy Adults + High employment

Central schemes
MGNREGA, SHGs, IVCS
PMAY, JJM, PMGSY

PRIME, YESS & FOCUS

Low Substance Use & Mental Health Issues

High graduation rates

Low Teenage Pregnancy

Youth & Adulthood

Pregnancy

Adolescents

Childhood

Rescue Mission & CM-SMS

Village Health Councils

Low MMR & IMR — Healthy Babies

ECD Mission

Learning Mission

Mental Health Policy & DREAM Mission

Adolescent Clubs

Strong Learning Outcomes + Low Rates of Stunting

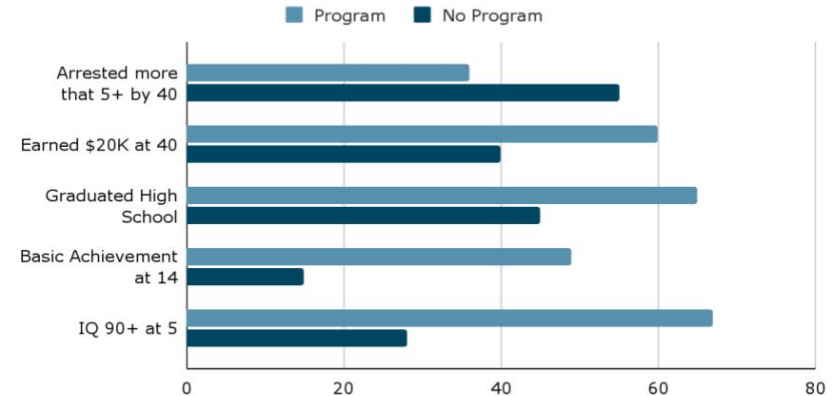# The Priority Missions also leverage existing community institutions & resources

Some of the **Priority Missions** innovated by the Government Innovation Lab

Early Childhood Development Mission

- A science-based Mission for **holistic child development** from conception to 8 years of age

- Anganwadi Centers upgraded to **community-run ECD centers** where children will be provided play-based learning & improved nutrition

- **Play**-based activities, **experiential** learning and **interactive** exchanges with caregivers to build **cognitive capacity** and strong **foundational literacy and numeracy** in children

- **Leverages existing resources**—Central sector Schemes such as NRLM & ICDS; and and community institutions such as VECs, VHCs, SHGs—for implementing the Mission

Perry School Study

Legend: Program / No Program

Categories (top to bottom):
- Arrested more that 5+ by 40
- Earned $20K at 40
- Graduated High School
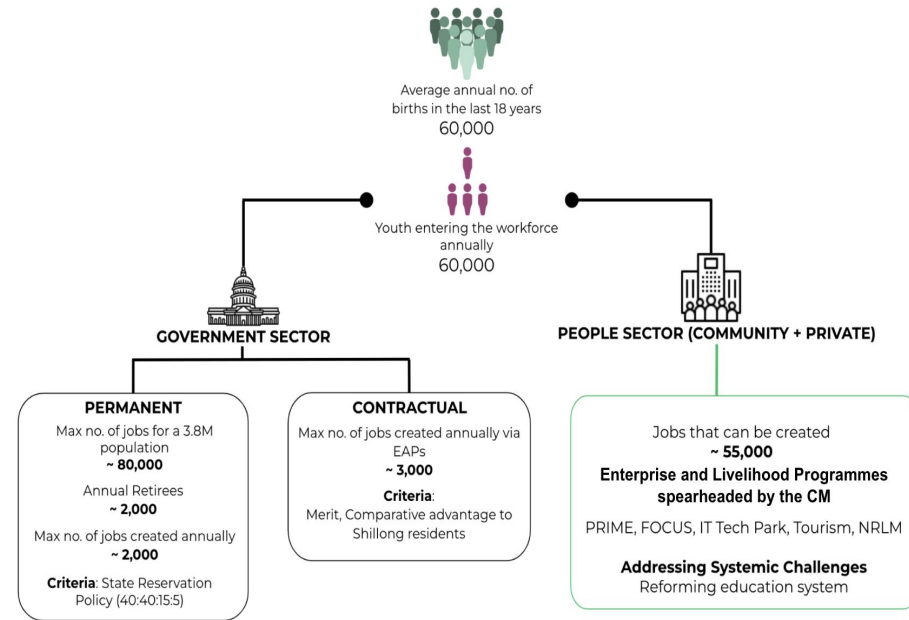- Basic Achievement at 14
- IQ 90+ at 5

X-axis: 0, 20, 40, 60, 80

Used interventions such as a dedicated preschool program for 3-4 year old children; daily preschool sessions and weekly home visits; developing children's cognitive & social skills; & counseling parents on early childhood learning.

The longitudinal impact of participants was assessed over 40 years

Meghalaya Programme for Adolescent Wellbeing, Empowerment and Resilience (MPOWER)
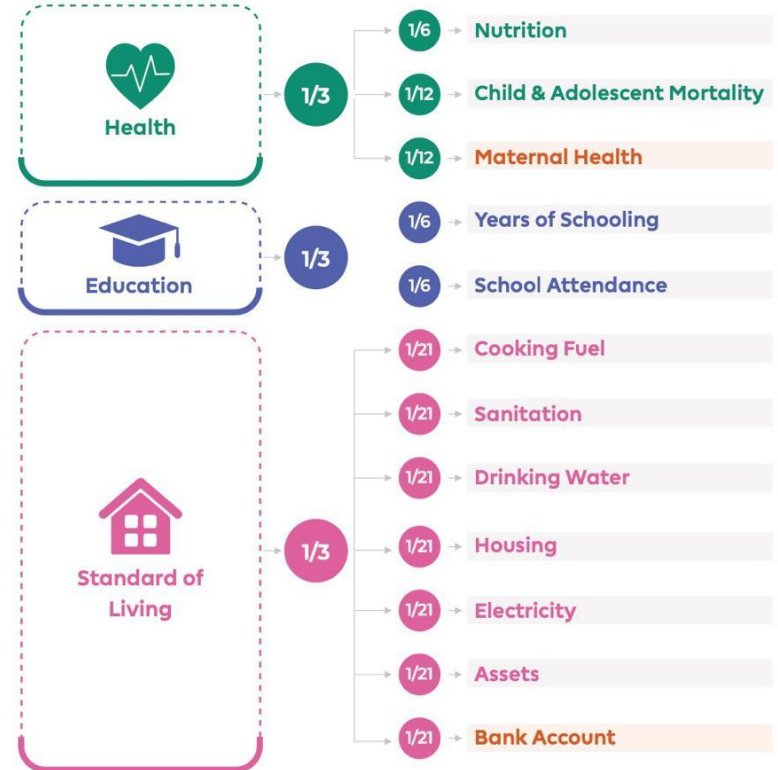
- A Mission for **successful school-to-work transition** for Meghalaya's adolescents

- Four components: 1) **Peer discussion circles** in schools on mental & physical health, gender norms and aspirations; 2) **School clubs** to help adolescents develop valuable skills; 3) **Community clubs** (similar to SHGs) for youth to connect, share interests, & develop skills; 4) **Media campaigns** on adolescent issues and interests

- **Expected outcomes:** reduced teenage pregnancies; substance abuse; mental health issues; and increased employment among youth with a successful school to work transition

Meghalaya's Employment Landscape

Average annual no. of births in the last 18 years
60,000

Youth entering the workforce annually
60,000

GOVERNMENT SECTOR

PEOPLE SECTOR (COMMUNITY + PRIVATE)

PERMANENT
Max no. of jobs for a 3.8M population
~ 80,000
Annual Retirees
~ 2,000
Max no. of jobs created annually
~ 2,000
Criteria: State Reservation Policy (40:40:15:5)

CONTRACTUAL
Max no. of jobs created annually via EAPs
~ 3,000
Criteria:
Merit, Comparative advantage to Shillong residents

Jobs that can be created
~ 55,000
Enterprise and Livelihood Programmes spearheaded by the CM
PRIME, FOCUS, IT Tech Park, Tourism, NRLM
Addressing Systemic Challenges
Reforming education system

Housing Mission

- A collaborative approach towards addressing **Multidimensional Poverty** and **One Health** through Housing for All to **1,50,000** beneficiaries in the state

- **Regular reviews** of Block and District-level Coordination Committees

- **Community ownership** of house construction through involvement of village institution like VEC, VO, VWSC, VHC, VWRC/NRMC

- Mobilisation of **skilled and local masons** available through family institutions

- **Exposure visits of SHG members** across regions to garner best practices on house construction

Thank You