



From  
the People of Japan



## 1. What is innovative learning for local administration?

The complexity of development requires adaptive and innovative approaches to solve and create inclusive solutions for citizens. UNDP is supporting the Royal Government of Cambodia (RGC) to foster creativity and innovation for the next generation of sub-national civil servants through the development of an innovation learning initiative in partnership with the National School of Local Administration (NASLA), under the leadership of the Ministry of Interior. This innovation learning for local administration initiative was adapted from Nesta’s Innovation Learning Playbook and builds upon best practices of the pilot training sessions with civil servants from the public health and education sectors in 2020 through a collaboration with the Royal School of Administration (RSA) and the Ministry of Civil Service (MOCS). The learning methodology combines theoretical and problem-based solutions with the objective of injecting innovation and creativity to strengthen the working relationship and collaboration between civil servants and civil society organisations (CSOs), citizens and other development partners with social innovative approaches. The training structure is based on three pillars of working together, leading change, and accelerating learning. These pillars are the DNA of how innovation learning can enable a new pathway for sub-national civil servants to seek new ideas by working with uncommon stakeholders, utilising storytelling to advocate for change and exploring systems thinking to strengthen citizen stakeholder engagement mechanisms.

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# UNDP Cambodia Building Capacities for Civic Engagement, Peacebuilding, and Inclusive Dialogue: Towards Inclusive and Participatory Governance

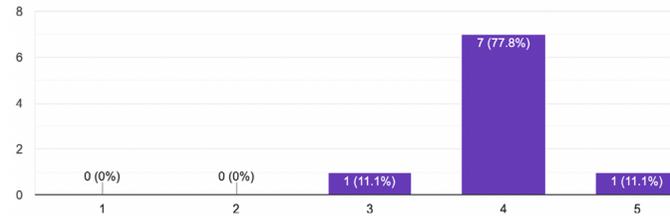
<p><b>Introduction</b></p> <hr/> <p>Innovation for Local Administration</p>		<p><b>Module 1</b></p> <hr/> <p>Citizen and Stakeholder Engagement</p>		<p><b>Module 2</b></p> <hr/> <p>Data Literacy and Evidence</p>	
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<p><b>Module 6</b></p> <hr/> <p>Enabling Creative Environment</p>					



## Results from Training of Trainers:

Question: Do you see relevance of innovation learning to local administration officials?

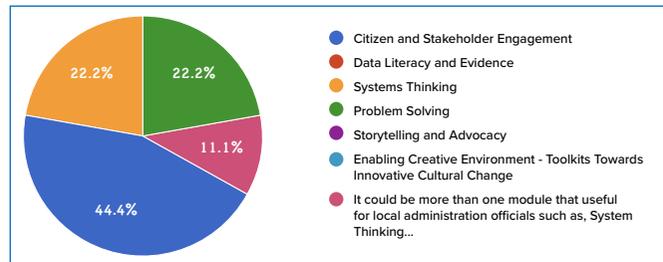
Responses



Question: Which modules would be particularly useful for local administration officials?

(Select all that apply)

Responses



## 2. Who are “users”?

“Design a process of revising a law impacting on civil society organizations” – was one of the assignment projects as part of the innovation for local administration training designed and delivered by NASLA. “Promote the participation from CSOs in the legal amendment process” through collecting CSOs opinions from all sectors and understand THE reasons of CSOs needs with specific articles – was one of the solutions proposed by participants. After the learning session, UNDP asked participants who the main ‘users’ were in the challenge and solution. The participants answered “CSOs were the main users” and “we strive to ensure the users participation by organizing with relevant departments and ministries to discuss about the loopholes and challenges that CSOs are encountering.”

A core of the Innovation learning for local administration is a human and user centred approach, which leads to solutions through a process of providing voice to users and engaging them in making decisions. It takes a collective effort for new ways of thinking to take root. UNDP will continue to promote small-scale and local initiatives like the proposed solution in the above assignment that will deliver a meaningful impact in future.

## 3. Inspired by locally owned strategies

Recognizing the various programs and support to civic engagement and dialogues at the sub-national level in Cambodia and the importance of up-to-date knowledge of local contexts, UNDP applied Positive Deviance to learn from existing grassroots actors to inform the design and development of capacity building project activities. The positive deviance is one of the problem-solving and innovative approaches UNDP explored in identifying local solutions from positive outliers in communities and scaling them up. As the case informed, the positive deviance approach indicates that identifying solutions to the problems people are facing can be found in individuals or groups whose adopt ‘uncommon behaviours or strategies’ and as such have addressed issues with greater results when compared to their peers and fellow community members with access to the same resources.

UNDP led by Accelerator Labs in Cambodia applied the positive deviance concept and adapted it to a virtual interview setting with 15 CSOs at the provincial and community level. UNDP absorbed and learnt about their “uncommon but successful” strategies that some CSOs use to advance their agendas on the ground with improved results. Such strategies include, prioritizing a coordination role with partners and local authorities, framing their programming/technical design, and continuing engagement of local authorities in monitoring, raising awareness, and capacity building. UNDP will incorporate these learnings in its programme support to design future capacity building programmes including the Provincial Partnership Dialogues in Kampong Cham, Kampot, Ratanakiri and Siem Reap.



*“We would like to learn in detail about their (CSOs) challenges, especially in communication with the ministry. We also would be interested in knowing what the most suitable platform of communication is”*



For More Information:

