



# From all of us at citra...

Welcome to 'Our First Year in Review', a look back on initiatives during our first year of operation.

We at Citra wish to express our sincere appreciation to each and every one of you for your continued trust, inspiration and partnership. Thank you!

As you may know, Citra is Sri Lanka's first Public Sector Innovation Lab, established as a joint initiative between the Ministry of Science, Technology and Research, and the United Nations Development Programme (UNDP). The term 'Citra' bears the Sanskrit meaning of something 'strange, wonderful and curious', which reflects the nature of the work we do, and our team as well. Strange as it may be to some, the work we undertake will result in wonderful new strides for Sri Lanka from a social development standpoint. And the curiosity angle, of course, reflects a trait that is, luckily, found in all of us at the Citra team!

The graphical component of our logo features an object in flux - representing the agility we exercise when dealing with various initiatives, in order to ensure we remain effective and relevant to our work and partners.

The need for an innovation facility that will work closely with the Government in accelerating its work towards achieving the 2030 Agenda was first identified at the National Summit on Foresight and Innovation in May 2016, jointly organized by the Ministry of National Policies and Economic Affairs and UNDP. With the participation of over 350 participants from the public, private and development sectors, and in the presence of esteemed invitees, such as the Honourable Prime Minister, UNDP was tasked to take steps to set up an Innovation Lab for Sri Lanka.

Since then, the team has been working closely with various public sector champions in formulating a concrete work plan and pathway for the establishment of an Innovation Lab that will assist and bring value addition to the work of the public sector.

Fast forward to 2019, and we are celebrating our inaugural year as Sri Lanka's first Public Sector Innovation Lab! We are excited to share with you our initiatives that have kept us busy this past year through this report.

Our unique positioning as being a part of both the Government and UNDP, has provided us with the privilege of working with multiple stakeholders from across the board. So, as we continue our work in the coming years, we hope to count on your support to work collaboratively with you to become Sri Lanka's go-to Innovation Partner in co-designing initiatives targeted to achieving the country's ambitious development goals.

Thank you once again for believing in Citra and for shaping us to be what we are today!









# **Timeline**

2016

2017

# 26th May

National Summit on Foresight and Innovation for Sustainable Human Development

# 15th - 22nd March

Scoping Mission conducted by Pulse Lab Jakarta

# 25th September

Cabinet Paper passed on establishing Sri Lanka's first Social Innovation Lab



# 29th March

Soft Launch of Citra at the Lab premises

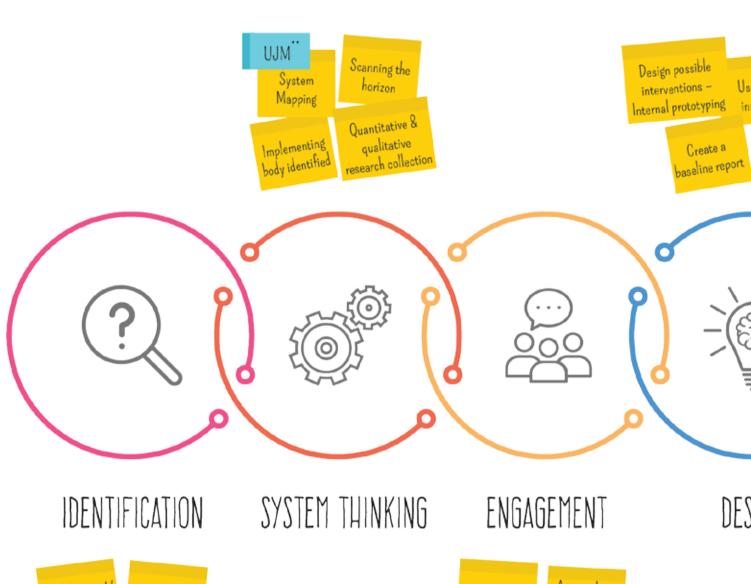
# 18th April

Full team coming on-board to Citra

# 13th February

Official Launch of Citra Innovation Lab

# **Our Process\***





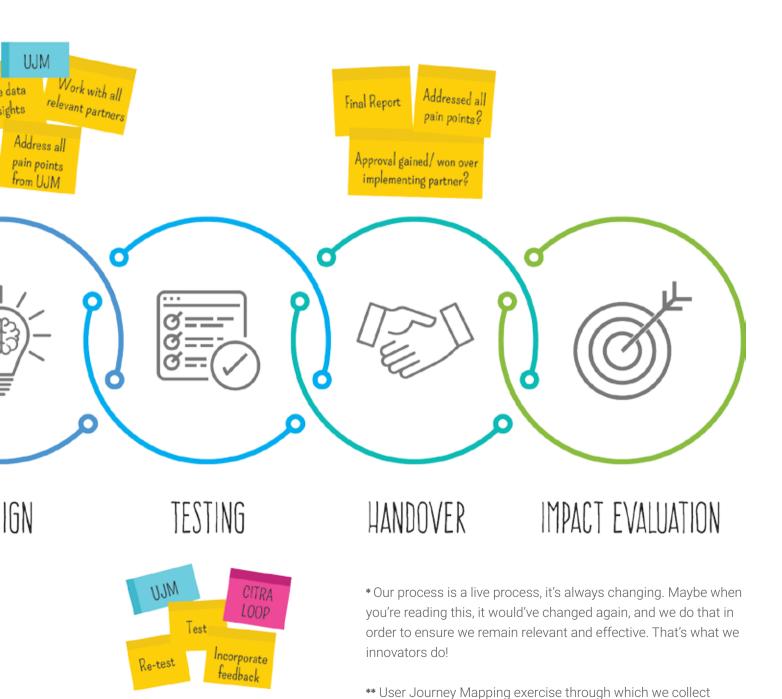
Partners
Partners
Partners

Citizen

Approaching
relevant
stakeholders

relevant
stakeholders

Citizen
engagement
(Idea Board)
Challenge



insights from the people at the ground level

# **The Innovators**

The Lab is staffed with a unique team comprising of individuals from various areas of expertise, including Sociology, Data Science, Social Policy, Behavioral Science, Digital Design, Development Economics, Engineering, International Relations, and Gender Studies. The team also brings together years of diverse work experience, ranging from time in the banking sector, public sector and development organizations in the country, exposure and experience at world-renowned local and international institutions, and valuable experience working within the UN system. Through the vibrant makeup of the team, Citra can work on a problem using a holistic approach and find comprehensive solutions to Sri Lanka's development challenges.

Here's a guick glance at the 'links' that keep Citra doing what they do best.



#### **FADHIL BAKEER MARKAR**

Lab Lead

Fadhil is a development practitioner with a special interest in the field of Innovation for Development and Social Policy. His professional experiences have covered Youth Engagement & Policy, International Relations, Development Communications, and the Third Sector. Fadhil currently leads the Partnerships and Engagement Team at UNDP Sri Lanka, which was instrumental in the establishment of Citra. His prior experience working within UNDP's Innovation network and his exposure to programmes such as 'Unleash' have enabled him to guide Citra with a strong and clear vision



#### **AYUSHKA NUGALIYADDA**

Policy Research & Engagement Associate

Ayushka's role at Citra is to lend her background in Development Economics and prior work experience at the UNDP Policy Unit to the ongoing work of Citra, as well as to facilitate greater private sector engagement with the Lab. Currently, she is working on the Colombo Development Dialogues series, and leading our engagements on migration and solid waste management.

### **SARIKA WARUSAVITARANA** Sociologist

As the Sociologist in the team, Sarika conducts sociological analysis of developmental issues undertaken by Citra. She brings with her extensive experience and a passion for designing and conducting cross-sectoral research, which greatly benefits the Lab in extracting valuable user insights and gathering data from the ground.





#### **GEMUNU PREMARATHNE**

Data Specialist

Gemunu brings the essential data component to Citra's projects, generating insights by identifying, analyzing, and interpreting trends in complex datasets. His past work experiences in the private sector, allow him to approach issues in a unique manner.

#### KITHMINI NISSANKA

Knowledge Management & Reporting Associate

Kithmini, one of the co-leads of the National Youth Social Innovation Challenge, leads on the knowledge management and reporting aspects of the Innovation Challenge. Her experience working in the public sector allows her to effectively work with the government and other partners, thus ensuring the sustainability and the growth of the Challenge.





**KULANI ABENDROTH-DIAS**Associate Behavioral Psychologist

Kulani applies behavioral science principles to understand and nudge behaviors that yield outcomes conducive to human welfare and effective policy-making. She works closely with the team to ensure all interventions that are designed for the various projects of the Lab take into account behavioral science principles, and contributes to the facilitation of user-insights through her research expertise.

# **KULUNU JAYAMANNE**Coordination & Partnerships Associate

A naturally outgoing personality, Kulunu co-leads the National Youth Social Innovation Challenge. He coordinates and builds partnerships around this initiative, which aims to identify and strengthen young entrepreneurs across the country using technology and innovation to find development solutions.





**MILINDA DE SILVA** 

Digital Designer

Working closely with the Communications focal point, Milinda develops outreach and communication materials and maintains the digital presence of the Lab. With his past work experiences in creating creative content for many organizations, Milinda is responsible for visualizing Citra's work in a way that is simple and easily understood.

**DESHANI SENANAYAKE** 

Communications and Knowledge Management Associate

In addition to handling the daily internal and external communication initiatives, Deshani is working on establishing an effective and convenient system through which the Lab can manage the knowledge it produces, within the team and with external actors. Her background in Gender Studies and International Relations, and her previous work experience allows her to view and contribute to initiatives undertaken by Citra through a different perspective.





YASAS THALAGALA
Project Coordinator

Yasas is Citra's focal point when liaising with the key stakeholders of the Lab, ranging from the Ministry of Science, Technology & Research, UNDP, and the Project Advisory Board. Coming from an Aerospace Engineering background, his meticulous and detail-oriented organization skills help in his everyday work of coordinating the Lab's processes and interventions.

# **Advisory Board**

The Advisory Board is co-chaired by the Secretary to the Ministry of Science, Technology and Research, and the Resident Representative of UNDP, with members from the following institutions:



#### BIODIVÉRSITY\*SRI LANKA













Prime Minister's Office
Central Bank of Sri Lanka
Ministry of National Policies and Economic Affairs
Department of National Planning
Department of External Resources
Department of Project Management and Monitoring
Department of Census and Statistics
Ministry of Digital Infrastructure and Information Technology
Ministry of Finance and Mass Media
Ministry of Mahaweli Development and Environment
Ministry of Megapolis and Western Development
Ministry of Public Administration and Disaster Management
Information and Communication Technology Agency (ICTA)

Sarvodaya LIRNEasia

Ceylon Chamber of Commerce United Nations Global Compact Network Sri Lanka Biodiversity Sri Lanka

# **The Projects**

Over the course of 2018, Citra Social Innovation Lab has worked to create both short-term and longer-term solutions, the latter to effect dispersive change across the public sector.



One of Citra's key mandates is generating innovative ideas that could enhance the capabilities of public sector officials and their service delivery to the public of Sri Lanka. The Lab's broader vision is to work with public sector officials to build on their existing capabilities and strengths to further enable them to achieve the ambitious development goals of the country.

Under the pillar of carrying out capacity and skills-building targeted interventions, Citra initiated a programme last year with the Presidential Secretariat, the Ministry of Public Administration, and the Sri Lanka Institute of Development Administration (SLIDA). Initial discussions with the Minister of Public Administration and the Secretary to the Ministry led to the identification of a need to develop a more comprehensive programme for public sector modernization through innovation.

Focusing on bringing the concepts of foresight and innovation into public sector service delivery, Citra

worked with Nesta, a global innovation facility based in the UK, to develop a unique and tailor-made programme to fit the requirements of Sri Lanka's public sector. This programme consisted of three phases, the first being a week-long residential workshop, where public sector officials were taken through the process of approaching an issue, identifying its various aspects and stakeholders, ideating to formulate a solution, and prototyping, to test the validity of the proposed solution. They were equipped with design thinking tools, foresighting exercises, such as thinking about futures and how to plan for multiple possible future scenarios, and many other concepts. Nesta, being a global pioneer in aspects of public sector innovation, is currently conducting a 9-month long programme for the Governments of Canada and Australia, which also meant that these officials were exposed to various comparative experiences through the Nesta facilitators, which will no doubt be valuable in their professional settings.





The second phase of this programme was a 3-month long mentorship period, where these officials went back to their Departments and Ministries and practiced these tools in real life by implementing a pet project identified during the five-day training. During this mentoring period, colleagues from Nesta and Citra closely engaged with the officials, who practiced the skills and tools they had learnt.

For the third and final stage of the programme, the participants re-grouped in January 2019 for a Recap Session, to share their experiences and learnings in trying out these tools and trying to implement changes at their own workplaces. The programme concluded with an awards ceremony, with the attendance of high-level Government officials, where all participants were recognized for their efforts and initiatives to bring about a systematic change to their everyday practices within the Government.

From the many applications received, and following an independent interview panel, representing the Ministry, SLIDA and Citra, 33 public sector officials were selected

to attend the programme. The selected group was diverse, with some participants having up to 20 years of experience in the sector and others with about 5. This guaranteed that multiple perspectives and varying insights were brought together at the workshop, providing all the participants with a chance to learn from each other. The final selected group included officials from all over the country, with representation spanning a variety of institutions, Ministries, local government bodies, and Government authorities.



This programme was designed specifically to be different to conventional workshops and trainings catered towards the Sri Lankan public sector. First off, the programme aimed to break down hierarchical barriers and called for applications from officials with varying experience levels; the application was open to officials ranging with five to fifteen years of experience within the Government sector. The application process also allowed applicants from the 6 All-Island Services – namely, Administrative, Planning, Architectural, Accounting, Engineering and Scientific services – to come together for this programme, which is quite unlike the other programmes catering to the public sector.

The unorthodox selection process, consisting of a written application and an extensive interview, which asked the participants to explore and acknowledge areas in which they failed during their career, ensured that we were only left with the most free-thinking and innovative officials who were willing to try new things for the betterment of our country, even at the risk of failing.



The mentorship period and the Recap Session were also incorporated into this programme in order to build in an accountability and evaluation framework to ensure the participants did, in fact, utilize the skills and tools they learnt while attending the workshop.

The work these officials have carried out during this period has been diverse and inspiring, and a few are listed below:





#### A. SLIDA

This project foresaw the need for an extensive mapping of the current situation at SLIDA. As a part of this, a mini-workshop was conducted at SLIDA with senior faculty members as well as other relevant stakeholders to identify the main challenges existing within the organization. The main objective of SLIDA was identified as being a "Centre of Excellence for the Public Sector", which is directly related to the vision of SLIDA. During this workshop, the main issues along with possible solutions were also identified by the participants.

As Citra identifies the importance of SLIDA and its role in shaping the public sector of the country, the Lab is interested in working closely with SLIDA and its relevant stakeholders to delve further into the challenges which were identified through the first exercise and investigate deeper in order to formulate comprehensive solutions.

### **B. National Budget Department**

Designing a process and procedural guideline for officials to follow when sending any documents to the Record Room at the Budget Department was the

key focus of this project. As of now, the Department does not follow a set standard of processes when filing documents, which has led to many challenges, including the difficulties faced when retrieving a document or file, the time-intensive nature of this, and many others. The project champion is even looking forward to automating the entire process by switching to a less-paper and more-digital approach.

#### C. Public Services Commission

Developing a Document Management System which will allow the Commission to store and scan documents and files easily, enhance accessibility, and allow officials to submit documents and files to the respective members as required in an efficient manner.

## D. Ministry of Public Administration

This project attempts to find a solution to insert the e-code with the latest amendments for ease of reference when searching for most up to date circulars and guidelines. This will be demonstrated on a website which will show the circulars at the relevant instances, identify these linkages within these circulars/codes and develop a user-friendly and easily accessible document.

#### **E.** Kandy Municipality

It was identified that a socio-technical approach might be adopted to mitigate traffic congestion in Kandy. The project will begin with research to identify issues around ill-formed decisions which are not evidence-based. The end outcome would be a tool which could be used to analyze a situation and find a solution after following a logical and data-driven process. This will be scalable and applicable to other issues from across the country.

Citra aims to continue this programme with the relevant partners, and to carry out similar workshops and scale as needed in the coming years. We have no doubt that the 'Innovation Champions' that emerge from the programme will become the catalytic change required within the public sector, in order to catapult our work towards achieving our development objectives in the future.





According to the World Health Organization (WHO), there were 200+ reported deaths directly linked to dengue in 2017 alone. An epidemic that has been the cause of much chaos in the country, dengue now has its own task-force, comprising of several government and private sector organizations working together to fight the disease. A large number of dengue-related deaths have been recorded in the Western Province in recent years, particularly in urban suburbs.

Given this background and under the guidance of the Municipal Commissioner of Dehiwala-Mount Lavinia and the Chief Medical Officer in the Ratmalana area. Citra was invited to explore, design and test possible interventions. As a first step, the Citra team initiated meetings with relevant stakeholders, including Public Health Inspectors (PHIs), as part of the systems mapping process. During the sessions with the PHIs and other stakeholders, we went on to better understand their roles and responsibilities, their tasks with respect to dengue prevention, and complexities around the issue. Following such discussions, a survey was conducted with 300 residents in the Ratmalana area, in collaboration with research students from the University of Moratuwa. to better understand the main issues around dengue prevention.

Our discussions led to us identifying that there is insufficient engagement between citizens and Medical Officers of Health (MOH), resulting in a lack of communication on dengue reporting. The user insights gathered also noted that many citizens wished to be more actively involved in keeping their township free of dengue, but did not know how to go about doing it. Data further revealed that the general public would be open to a digital platform that would serve to engage citizens and work towards curbing the spread of dengue. To bridge this communication gap between the local government and the general public, Citra started designing a prototype for an easy-to-use platform, to be tested locally.

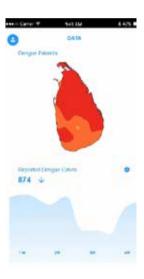
The prototype, a mobile application/web platform, was identified as a means to encourage the general public to identify dengue mosquito breeding sites and inform authorities. The platform will also provide alerts for highrisk areas and send users reminders of upcoming rainy seasons, methods to eradicate breeding sites within their homes, schools and offices, and instructions on what to do when a suspected dengue case is discovered in their locality. The platform also allows users to create an event page for community clean-up projects and invite other users to join in.

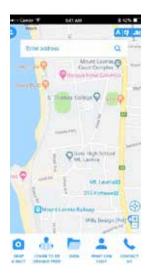


Following many in-house prototypes, a digital prototype is currently under development, which will be rigorously tested in the Ratmalana MOH area. The public version of the prototype will be launched by the end of the first quarter of 2019.













# Re-engineering Entry Procedures

This issue was 'pulled' by Citra; having attended many meetings at the Parliamentary complex, the team realized that if certain procedures were tweaked slightly or reengineered, visitor entry procedures could be made more efficient.

As part of Citra's process, the team looked into the current procedures and conducted several user journey mappings. These clearly showed multiple pain points felt by visitors to the Parliamentary complex, which led to the identification of how these could be addressed through several interventions. To this end, discussions have been initiated with Parliamentary officials, including the Secretary General of the Parliament, who have expressed their willingness and keen interest to work with Citra on re-engineering this process. Further to a few more rounds of discussions, the Citra team will begin the design stage to develop prototypes for testing. This is expected to be completed in the first quarter of 2019.







Lasting solutions to many of the country's pressing issues could be worked towards if relevant stakeholders convened to discuss concrete and contextualised ways forward. Keeping this in mind, Citra collaborated with UNDP and the South Asia Centre of the London School of Economics (LSE-SAC), as well as the Faculty of Graduate Studies at the University of Colombo and Dilmah Ceylon Tea Company PLC, to facilitate the 'Colombo Development Dialogues' (CDD), a bi-annual forum convening a diverse group of development thinkers, influencers, practitioners, private sector organisations and policymakers, to discuss a selected key issue relevant to national development priorities.

Each Dialogue will comprise of three key components: (1) a Masterclass for research students on the selected thematic area conducted by an academic brought down by LSE-SAC. This component would allow Sri Lankan students to gain exposure to international perspectives and research conducted on pressing development issues faced in the country, through an LSE-style seminar, which would allow them to discuss and debate their own views with a subject expert; (2) the CDD event itself; and (3) a post-dialogue Policy Working Paper based on the key findings and recommendations generated during the forum, which will contribute to the national policy-making space.



The inaugural edition of the Colombo Development Dialogues, held on 4 April 2018, was centred around the broad topic of 'Integrated Development Impact through Partnerships and Innovation'. Given the vastness of the topic, the panel brought together a range of individuals from the government, private sector, development agencies and academia, to provide expert interventions on diverse aspects of development in Sri Lanka: Dr Rajesh Venugopal, Lecturer in International Development at LSE; Dr Maneesha Wanasinghe, Senior Lecturer, University of Colombo; Ms. Dulani Sirisena, Programme Manager (Economic Development), Australian High Commission; Mr Carl Cruz, Chairman, Unilever Sri Lanka; Ms. Sonali





Dayaratne, Policy and Design Specialist, UNDP Sri Lanka, His Excellency Tung-Lai Margue, European Union Ambassador to Sri Lanka and the Maldives; and Dr Indrajit Coomaraswamy, Governor, Central Bank of Sri Lanka. The panel was moderated by Dr Mukulika Banerjee, Director, South Asia Centre, LSE.

The seven Panelists were complemented by five pre-identified Discussants, who provided additional perspectives to the Panelists' comments to facilitate further questions and discussions – namely: Dr Dushni Weerakoon, Executive Director, Institute of Policy Studies; Prof. Ajith de Alwis, Project Director, COSTI; Ms. Smriti Daniel, Journalist; Dr Nilanjan Sarkar, Deputy Director, South Asia Centre, LSE; and Mr. Ruchit Kandage, Senior Transaction Advisor, National Agency for Public Private Partnerships.



The discussion that ensued was thought-provoking given the diversity of the Panelists and Discussants involved. Perspectives on a wide spectrum of issues were exchanged throughout the session, ranging from using foreign policy as a development tool, to the effective engagement of civil society in government processes, to the need to minimize brain drain and retain talent within the country. Some interesting viewpoints were also expressed by members of the audience, with questions on how aware and engaged the public sector is in facilitating contributions towards the international conventions Sri Lanka is party to – for example, the Paris Climate Agreement – as well as the need to create and establish a real social enterprise culture in Sri Lanka. The second edition of the CDD looked at "Water Security and Climate Variability". The Dialogue spurred conversations around a gamut of issues, including institutional arrangements around water in Sri Lanka, the pricing of water and agricultural foods, the difference in implications of water security for women and men, the role of the private sector, and data-driven solutions for resilience. The panel brought together several experts to intervene on various aspects of the issue: Prof J. A. (Tony) Allen, Emeritus Professor, King's College London, and Laureate of the Stockholm Water Prize in 2008; Dr Girirai Amarnath, Research Group Leader, International Water Management Institute; Dr Soumya Balasubramanya,

Senior Researcher, International Water Management Institute; Dr P. B. Dharmasena, Visiting Lecturer, Rajarata University; and Dr Timotheues Gaasbeek, Expert in International Water Resource Management. The five preidentified Discussants provided additional perspectives from their respective areas of expertise – namely: Mr Sydney Gajanayake, Chairman, Water Resource Board; Ms Dilrukshi Handunnetti, Consulting Editor, Daily/Weekend Express; Ms Shiranee Yasaratne, Advisor, Biodiversity Sri Lanka; Ms Tharuka Dissanaike, Policy and Design Specialist, UNDP; and Mr Jude Kasturi Arachchi, Head of Sustainability, Jetwing Hotels.

The recommendations included a consensus that the responsibility for water management should lie within one institution with decision-making powers around water uses and responding to water-related disasters. The need for a water policy to be formulated and effectively enforced, to provide a clear blueprint of roles, responsibilities and regulations around water, was also widely agreed upon. In addition, the paper outlines several recommendations on adjustments to the design of reservoirs, longer time series data to be considered when designing, given climate variability, and the need for more integrated urban water management and flexible climate-screening tools. It also recommends considering the virtual water of crops during agricultural planning, whether private firms can incorporate water considerations more effectively in their pricing, and the need to explore more climate resilient seed varieties. It





advocates for more effective use of data, be it in ensuring the availability of disaggregated data, or incorporating existing solutions that utilise big data, remote sensing information and drone data into existing systems. The paper also highlights the need for interventions to reduce efforts to secure water, given disproportionate impacts on women in rural areas, as well as the need to invest more directly in women's capabilities and capacities. The third edition of CDD is scheduled for the 5th of April 2019, and will focus on, broadly, "Refugees, Asylumseekers and the 2030 Agenda".

# Engagement with UNHCR on Refugees and Asylum-seekers

In preparation for the third edition of the CDD in April 2019, Citra has been engaging with the United Nations High Commissioner for Refugees (UNHCR), who co-designed the thematic area selected, on refugees and asylumseekers and, specifically, their rights to employment and education. Prior to the Dialogue, Citra and UNHCR will conduct a total of 13 focus group discussions with both

refugees and asylum-seekers (both adults and children) that are registered at the two refugee centres established in Colombo and Negombo, to collect insights on their work experiences, skill-sets and jobrelated goals for the future, as well as experiences related to their children's education and aspirations related to this.

# **Road Safety**

According to the WHO's 2017 Health Profile on Sri Lanka, road traffic accident-related deaths. reached 3.554 or 2.80% of total deaths recorded for the year. Although Sri Lanka is ranked only 98th in this regard on a global scale, the numbers are still staggering. Road traffic deaths and injuries have substantial impacts on both household income and the national economy. At a national level, the burden on the health budget and the economy is also high. Direct costs due to road accidents are approximated at 1-2% of the GNP annually in low and middle-income countries. These costs are not only limited to health, but also spread out to repairs of roads and other city infrastructure, the costs of legal proceedings, and much more.

Following many discussions with relevant stakeholders, Citra realized the need for a national accident data management system that is updated and streamlined, to take a more targeted, evidence-based approach to designing behaviorally-informed, data-driven interventions to reduce the road accident fatality rate in Sri Lanka

Citra has started discussions with WHO, Sri Lanka Traffic Police and Effective Solutions (Pvt) Ltd, and has conducted the preliminary data analysis, which will contribute towards the designing and testing of possible solutions.



# A Platform for Skills

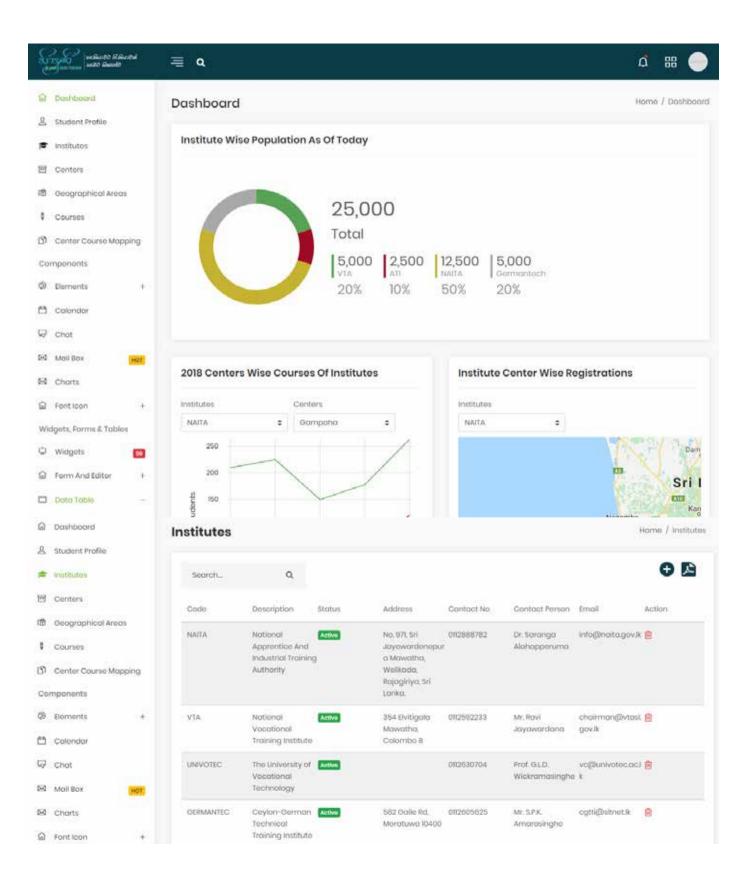
Noting the challenges associated with not having a centralized system for vocational skills offered by state institutions, and at the request of the Ministry of Skills Development and Vocational Training, Citra is currently prototyping a skills platform. The main objective of the platform is to compile and share the details of National Vocational Oualification (NVO) qualified individuals (a vocational training qualification equivalent to a Bachelor's degree) from around the country within one centralized database. Thus, employers from the government and the private sector will have the opportunity to obtain information on NVQ-certified individuals, identify individuals most suited for their demands, and hire them accordingly.

The initial data collection process commenced with the four main NVQ institutes: namely, the Vocational Training Authority, the National Apprentice and Industrial Training Authority (NAITA), the University of Vocational Technology (UNIVOTEC), and the Department of Technical Education & Training (D-TECH).

The prototype was initiated under the patronage of His Excellency, the President. The prototype platform now hosts more than 60,000 entries of NVQ-qualified individuals. Phase II of the Skills Platform requires the reengagement of relevant officials, and will allow users to update their profiles, post their CVs, and look for current vacancies. Employers will also have secure logins.









The quantity of waste generated has been increasing at an annual rate of 5% since 2017. In addition, there has been limited policy emphasis placed on waste segregation and on finding the best solution to manage waste in Sri Lanka. While municipal councils are responsible for disposing of street and house refuse, open garbage dumping has become one of the most common methods of waste disposal, leading to a series of public dumping sites, which, in turn, has resulted in the degradation of wetlands, coastal areas, rivers and other water sources that have become heavily polluted. In 2017, unregulated dumping at the Meethotamulla site finally resulted in the collapse of the 'garbage mountain' which affected hundreds of households, displaced communities and resulted in the death of 30 people (Environment Foundation Limited).

At the national level, only 20% of households rely on local authorities for solid waste disposal, while nearly half of

occupants burn their own solid waste. However, among all districts, Colombo accounts for the highest proportion of households relying on local authorities for solid waste (68%) (Census of Population and Housing).

Citra met with the Chief of Staff of the Colombo Municipal Council (CMC) on several occasions during the course of 2018 (including one meeting with the Mayor of Colombo), based on an initial request to identify avenues through which Citra could partner with CMC to improve public service delivery. These initial meetings led to the identification of potential areas of work, including the need to facilitate a citizens' engagement platform to more effectively connect CMC officials with members of the community and issues on the ground.

Accordingly, following an initial meeting with the Director, Deputy Director and two engineers from the CMC's Solid



Waste Management (SWM) division, the Citra team facilitated a half-day interactive design and systems thinking workshop with 9 representatives from the SWM division in December 2018. The purpose of the workshop was to collect insights from CMC officials on how current processes work at CMC, what issues they face, what issues they feel citizens face, and their ideas on how to overcome these challenges. Accordingly, the Citra team used a number of design and systems-thinking tools to facilitate such conversations, including: rich pictures to illustrate the SWM ecosystem, along with its issues and potential areas to be improved; issue maps, where officials flagged 31 issues around SWM under various categories. and voted on the most pressing; stakeholder mappings around the top two prioritised issues; and a brief ideation session, to generate solutions around the second issue

(namely, the need for an awareness/communication mechanism on SWM). In addition, a short survey was carried out among the participants, specifically on the citizens' engagement platform.

Citra has drafted a preliminary report compiling the insights generated from the initial working session with the CMC SWM officials. The Lab team has also designed a survey for CMC to administer to a random sample of its constituents, to collect perspectives on SWM from a community angle. The survey conducted during the initial workshop will also be circulated more widely by CMC to other officials, to collect further insights for the design of the platform. The report and both surveys would then inform what features the citizen engagement platform would need to incorporate, to kick-off the design stage.









Although we are now more prepared for natural and man-made disasters as a nation, the country still lacked a mechanism that allowed for effective relief coordination to be carried out in a streamlined and timely manner. As an attempt to address this issue, Citra started engaging relevant stakeholders, conducting research and focus group discussions, and designing a prototype disaster relief coordination platform.

Following multiple iterations, 'ShaRe Hub' was developed with the technical skills brought in by the Sahana Software Foundation, working closely with the "HCT Community of Practice" - a reference and working group of humanitarian agencies. Throughout 2018, Citra worked closely with the Humanitarian Country Team (HCT)

and the UN Resident Coordinator's Office on the development of the platform and to facilitate user insights during one-on-one office discussions and group testing sessions with relevant partners to identify how ShaRe Hub could best meet user requirements.

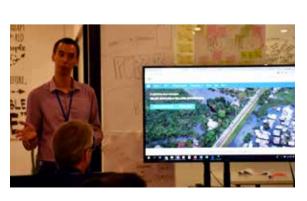
ShaRe Hub is currently used as a response coordination tool for the UN Resident Coordinator's Office and the HCT. The system allows HCT members to enter and access information on the various hazards that Sri Lanka's humanitarian agencies respond to.

ShaRe Hub allows its users to enter humanitarian response needs, and record the agency's responses or activities as a 4W. 4W is a global

> coordination tool used by humanitarian agencies and stands for 'Who does What, Where, and When'. For instance, when a disaster occurs, teams on the ground can enter the immediate and long terms needs of those affected, and the agencies

coordinating relief can respond either in part or totality. The system also ensures that overlaps are reduced and relief efforts reach those who need it the most

The first prototype of the platform was launched in August 2018, and has been in use since, to update existing data on disasters and responses coordinated by HCT teams in the recent past. Phase II of the project also hopes to open up the platform to other humanitarian agencies and work as a collaborator network, as and when disaster relief management is required.





## The SDG Dashboard

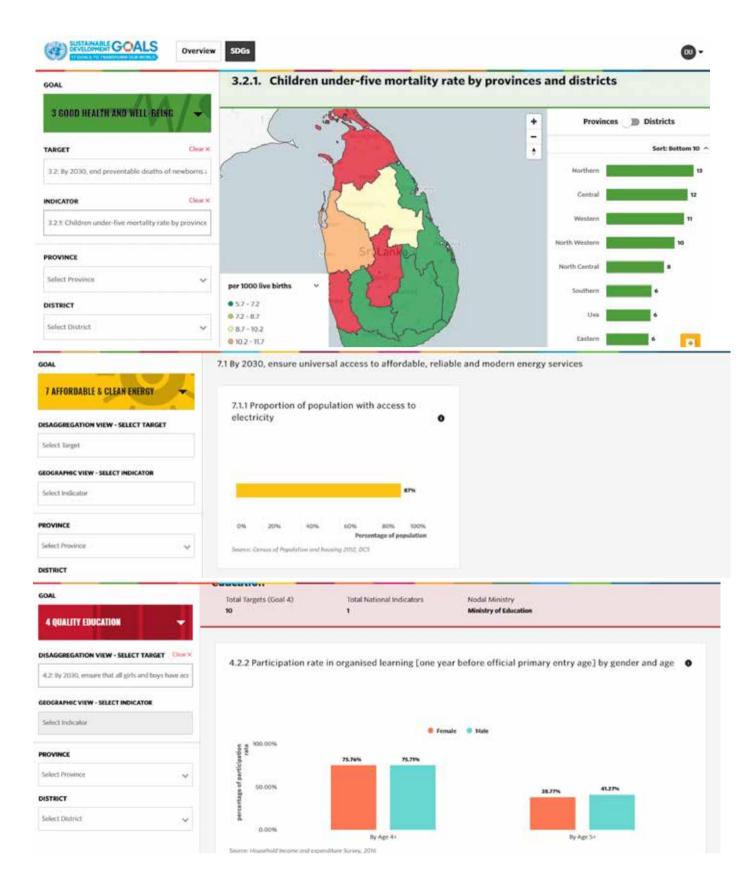
The Sustainable Development Goals (SDGs) are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.

Based on the request made by the Government of Sri Lanka through the Department of Census and Statistics, and following a request made by the United Nations Sustainable Development Framework (UNSDF) Driver Group on Data, the Citra Social Innovation Lab developed a prototype of an online data monitoring tool to track data related to progress on the SDGs. As a prototype, Citra worked with the Ministry of Health, Nutrition and Indigenous Medicine and WHO to collate data related to Goal 3. Citra tested the prototype with multiple stakeholders, including government agencies, and incorporated the feedback received. The completed and

tested prototype of the SDG tracker was launched on the 7th of April at the World Health Day celebrations held in Colombo. It was unveiled in the presence of notable dignitaries, such as His Excellency the President, the Honourable Prime Minister of Sri Lanka, and the WHO Director General. The Dashboard is now accessible to the public.

Following the successful completion of the prototype, Citra has thus far added another 7 goals to the dashboard. It is an effective tool to streamline the coordination of all initiatives contributing towards the 2030 Agenda. It will also provide the data required to produce targeted and evidence-based development interventions. The tracker will be fully developed and accessible with data for all 17 goals by the end of 2019.







In order for Sri Lanka to accelerate its efforts to realise the ambitious 2030 Agenda, meaningful engagement of its sizeable youth population in national development processes is key. In a rapidly changing development landscape, the role of innovation and entrepreneurship is central to achieving the same, as digital technology will be a key enabler in the process. If our nation is to identify and implement different solutions to the problems we have struggled to eliminate for decades, citizens, and especially youth, a demographic with a significant stake in a country's trajectory, need a platform to utilize their many talents and make a lasting contribution to development.

Recognising that, Citra started collaborating with the "HackaDev: National Youth Social Innovation Challenge" programme, led by the Ministry of Digital Infrastructure and Information Communication Technology, UNDP, the Information Communication Technology Agency (ICTA) of Sri Lanka, and the National Youth Services Council (NYSC).

HackaDev, in a nutshell, is a crowdsourcing exercise for sustainable development solutions. It is a movement that has snowballed into the premier platform for young people with ideas to develop an enterprise that will have a significant social impact, within the broader framework of the SDGs.



The initiative also builds and leverages on technology and the entrepreneurship ecosystem building and industry development work of ICTA, and engages the vast network of youth clubs and membership of NYSC to widen its reach, aiming to leave no youth behind. Through the partnership, Citra intends to throw development challenges at young people and crowdsource solutions, whilst using the youth of Sri Lanka as a sounding board.



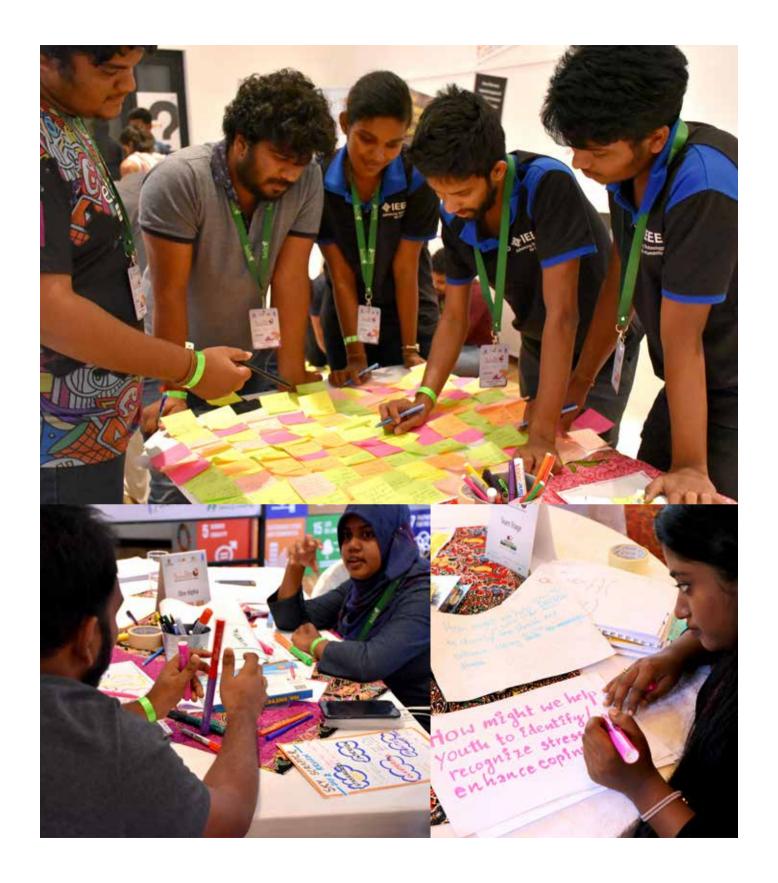
As we move into 2019, HackaDev is building a rich funnel of social entrepreneurs who are investor-ready. The Challenge is also a breeding ground for young leaders, innovators and entrepreneurs who are equipped with the skills and knowledge to become positive change agents in society. The programme also intends to position itself as a model and a best practice for empowering young people, in the new development agenda.

Looking ahead, the Challenge has shown enormous potential in combining entrepreneurship, technological innovations and young people to create and sustain solutions to some of the most pressing development challenges of today. The growth of HackaDev doesn't stop here. HackaDev is continually exploring ways of better supporting young people in this endeavour.

Through an 'academy' approach, HackaDev will institutionalise and scale the delivery of knowledge, skills, and mindset changes on social innovation and entrepreneurship. Through advocating for and implementing a social innovation incubator, HackaDev works towards creating a physical aggregator and epicentre for social impact entreprises to grow further, encouraging both young people and players in the ecosystem to do better and more.

HackaDev, in many ways, mirrors Citra's agility and flexibility, reinventing itself through a constant process of learning and improving. Citra is happy and excited to be part of the HackaDev journey, to better harness the rich combination of youth and innovation to create development dividends for the country.





## Going beyond our shores...

In our journey so far, we have been able to both collaborate with others beyond Sri Lanka and learn from our partners from across the world.



Prior to the formal establishment of Citra, a team from **Pulse Lab** in **Jakarta** partnered with UNDP to carry out an **extensive scoping mission** to identify the need for an Innovation facility to be set up in Sri Lanka.

Citra was represented at the **Istanbul Innovation Days**, and we shared our insights and experiences of working on public sector innovation in Sri Lanka with colleagues from Innovation Labs around the world.





The Lab was invited to share experiences and learn from the success stories of the **Capstone Conference of UNDP's Global Centre for Public Service Excellence in Singapore**. The Centre was instrumental in creating change within the Singaporean public sector, and Citra looks forward to leveraging this partnership to facilitate these learnings in Sri Lanka

The team established a learning partnership with **The Australian Centre for Social Innovation (TACSI)** to assist the Lab with further strengthening the skill-sets in the Citra team, in order to better create value for the work executed.





Citra was also requested to share our experiences in implementing initiatives on 'Building an Ecosystem for Public Sector Innovation' at the International Conference on Public Sector Productivity organized by The National Development and Productivity Organization of the Philippines.

Our team participated at the **Regional Ideation Workshop on Unpaid Care and Domestic Work**, in **India**. It was an insightful gathering bringing together Gender Focal points to discuss the importance of social norms and the economic implications of 'invisible work'.





We were also thrilled to be part of the team brought together to contribute to the **Co-Designing** of the newly established **UNDP Regional Innovation Centre for Asia and the Pacific in Bangkok, Thailand**, to ensure its effectiveness in providing the necessary support to the regional offices to conduct innovation initiatives as well as scaling-up of the region's existing interventions.

Citra is also proud to have established a partnership with the **Ministry** of Immigration, Integration and Housing of Denmark to collaborate on certain initiatives, such as the Colombo Development Dialogues series, working together on capacity building interventions, and others.





Additionally, Citra was a proud partner of the **Innovation Labs World Conference 2018**, organized by **GovInsider** in **Singapore**, and contributed to the overall programme, as well as talk on topics around 'Disruptive Innovation', cutting-edge innovative practices, and the importance we place on data-driven solutions.

Citra also collaborated with **Nesta**, an **innovation facility in the UK**, to co-design a **comprehensive training programme for selected public sector officials**. This programme consisted of a five-day workshop, taking the participants through aspects such as problem identification, systems mapping, solution formulation and prototyping sessions, to name a few sessions which took place during this week.





The team was invited to share its insights on **designing data-driven interventions** for the development challenges of Sri Lanka at the **Data Literacy Workshop** organized by the **United Nations Development Group in Bangkok, Thailand** in May 2018. The workshop was held with the objective of raising awareness on the common understanding on selected issues relating to data and statistics for tracking the 2030 Agenda.

Furthermore, the Lab also secured a partnership with the **Seoul Metropolitan Government** to work on issues related to **local government innovation interventions**. The team has already engaged with them on a citizens' engagement platform to fight dengue with the **Dehiwela-Mount Lavinia Municipal Council**, and a potential issue was identified with the **Colombo Municipal Council** in the field of Solid Waste Management.





Moreover, we were also requested by colleagues in **Cambodia** to share our learnings and experiences in **developing public sector strengthening initiatives**, which they could then contextualise and replicate in Cambodia.

Citra looks forward to continuously learning, collaborating, and sharing our own insights to play our part in creating a proactive and effective network of innovation champions.

## our strengths

Some of our greatest achievements would have never been possible if not for those key stakeholders who believed in us, our innovations, and our vision for the future of Sri Lanka. Here are some of their thoughts on our work.



**Dr. Nalika Gunawardena**National Professional Officer for Health
Systems, Analysis & Evidence
World Health Organization Country
Office – Sri Lanka

We have worked with the Citra team to prototype the SDG Tracker. Being the UN agency responsible for health, we worked with them on Goal 3 on health. The expertise at Citra was used to develop the tracker and once it has been developed, it will be made available to the public to do their own analysis on the health sector at a national and sub-national level. After discussions with the Ministry of Health, we worked with Citra, who coordinated the project well and showed high technical acumen. Citra worked with UN agencies and government bodies effectively to complete this task. It was a very rich experience for everyone who was involved, and it positively impacted all parties concerned. All the hard work culminated at an event held to mark World Health Day 2018, where the world celebrations were held in Sri Lanka for the very first time. The prototype of the tracker was launched on this date, which was a great achievement for the nation and UN agencies in Sri Lanka. We continue to work with Citra to streamline the tracker and incorporate data from a sub-national level. Citra added a lot of value through this project to the entire UN fraternity, and we look forward to continued engagement.



I was extremely happy to be involved with the Citra Innovation Lab in both 2016 and 2017, beginning with the Foresight and Innovation Summit, and then subsequently in launching the formal Social Innovation Lab. What really excited us to work with Citra was aligning ourselves with Goal 17, which relates to partnerships and involves working together with the larger community on sustainability initiatives. I would like to thank the team who brought together many other players and created a very good sustainability strategy for the country. The very foundation of Citra was innovation and foresight. Very often, larger companies have breakthrough innovations, which, because of patents and copyrights etc., do not reach the wider community. Since all the stakeholders were brought together in this instance, we saw a lot of benefits and learnt the importance of connecting with smaller supply chains and greater society at large. We not only shared our experiences, but also learnt from them. Kudos to the team for not only starting this initiative, but also sustaining it and bringing about real change.



**Dr. Rohan Fernando**Director/Head of Business Development
& Plantations
Aitken Spence



Honourable Sagala Ratnayaka

Minister of Ports and Shipping, and

Southern Development

Prime Minister's Chief of Staff

It has been my pleasure to work with the Citra team in their first year of operation tackling the development challenges of our country in innovative approaches. I believe that there is a dire need for a facility such as this which works across sectors and in collaboration with government institutions to find comprehensive and holistic solutions to Sri Lanka's pressing issues. I was pleased to engage with Citra on their youth initiatives, and I look forward to working closely with the Lab on taking forward the impactful work they have started carrying out this year. I wish the team all the very best!



As the former Secretary of the Ministry of Science, Technology and Research, I had the pleasure of working with this young team at Citra last year. Even though our engagement was during a short time period, I can truly say that they were one of the most hard working and persistent teams I have ever worked with. They were always trying to find new issues, work in novel ways and find solutions to societal challenges which will create a lasting impact for everyone in the country. At times, I found myself pleasantly surprised by their innovative thought processes! I truly believe that Citra is a team which has the potential of bringing immense value to the work of the Government by working to create solutions while keeping the citizens at heart. I thoroughly enjoyed the opportunity to facilitate their work during my time at the Ministry.



**Sandhya Wijayabandara**Former Secretary to the Ministry of
Science, Technology and Research



**Dr. Yuthika Indraratne**Director Economic Research
Central Bank of Sri Lanka

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Citra Innovation Lab uses new tools to prototype and test development solutions before they are implemented. Citra has done some very good projects in Sri Lanka, of which I feel the SDG Tracker is a very important one. This tracker enables policy-makers to look at data very easily and make targeted interventions. This is a great initiative that will help all stakeholders involved and we commend Citra for their role in developing it.



It has been a humbling and inspiring experience to be invited to work alongside Citra Innovation Lab. We have admired how strategic they have been in shaping the Lab and how intentionally diverse they have made their offers and practice. We were particularly impressed with their approach to building and nurturing public, civic and private sector partnerships in Sri Lanka and overseas. We look forward to following Citra's progress and supporting them in their trail blazing journey towards influencing positive outcomes.





**Chris Vanstone and Ash Alluri**The Australian Centre for Social Innovation



Honourable Ranjith Madduma Bandara Minister of Public Administration and

Disaster Management

In order to achieve the development objectives of our country, it is crucial that we have a strong and innovative public sector to drive this vision forward. Identifying this need, the Ministry of Public Administration and Disaster Management is pleased to have worked with Citra Social Innovation Lab and the Presidential Secretariat to co-develop a comprehensive programme on 'Foresight and Innovation for Public Sector Excellence'. The skills shared during this week-long workshop will add to their already diverse range of skills and equip these selected officials with the tools required to approach challenges in a novel way and find innovative solutions. I look forward to continuing our engagement with Citra and

further strengthen the public sector of Sri Lanka.



In my opinion, the most important aspect of the Citra Social Innovation Lab is that it provides a platform to the younger generation of Sri Lanka who are interested in contributing to the development of the country. We have many developmental challenges in achieving the SDGs and this Lab really gives an opportunity for people to come up with ideas, use technology and form solutions both individually and as a group to find the most feasible ones. These solutions are then offered to the people and policy-makers for further action.



**Dr. Vinya Ariyaratne**General Secretary
Sarvodaya Shramadana Movement



Kumari Jayasekara Acting Director General SLIDA

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Working with Citra Innovation Lab has been a very positive experience. We worked closely with the Citra team and organized the Foresight and Innovation for Public Sector Excellence programme for 30+ selected officers of the public administration services. These officers enhanced their experience through innovation, enhanced their efficiency, and increased their working capacity. We greatly appreciate Citra's commitment and look forward to expanding our partnership with them.



What Citra has achieved during their first year is extremely impressive. Specifically, because they have been working below the radar shaping a powerful network of actors that are now working towards transforming the Sri Lankan public sector into a more citizen-centred one.

I had the opportunity to engage in one of their week-long workshops and I could see a unique feature: a very traditional civil service, based on values like discipline and rigorousness in combination with design-oriented methods. Those elements will rapidly make the Sri Lankan government a global referent.



Juan Felipe López
Former Founding Executive Director,
Laboratorio de Gobienro (Chile)
Faculty States of Change



**Sabrina Yusoof**Head of Sustainability & CSR
Expolanka Holdings

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When we were revamping our CSR strategy, we wanted to find ways to make it fun and exciting while also empowering our employees. We wanted to give our staff a platform to voice their ideas and passions as well. Our main goal was to hear what they had to say in terms of making the company and the country at large a better place. Together with Citra, we used the Hackadev model that they had already incorporated and moved it to a corporate setting, thereby creating 'Hackadev Corporate'. It's been a really great experience working with the Citra team and we look forward to more collaborations in the future.



Sri Lankan public sector is lagging behind not because the government lacks intellectual and capable public officers, but because of not having the necessary positive mindset and opportunities to try out innovative problem solving approaches. Citra is doing exactly this by trying to fill this vacuum and building a platform for such officers to develop a positive frame of mind and use the best tools available for attacking the challenges faced by the public sector for greater efficiency. I am pleased that the positive results of this initiative has already started to come to fruition.



**Wasantha Deshapriya**Former Secretary to the Ministry
of Telecommunication and Digital
Infrastructure



Dilhan C. Fernando W CEO, Dilmah Ceylon Tea Company Chairman, Global Compact Network Sri Lanka

The volatile and unpredictable world we live in demands unconventional and novel solutions to social, economic and environmental issues. Having access to an innovation lab of the calibre of Citra gives Sri Lanka an opportunity to rapidly and effectively react to the challenges of the 21st Century. I congratulate the team at Citra for their achievements in the first year. Their ability to analyze and address complex issues by reinventing policy design and service delivery deserves greater recognition and integration into decision making in the state and private sectors equally. With sincere appreciation and best wishes.



For me the most impressive aspect of the Citra Innovation Lab is that it has the opportunity to bring imagination to life through its use of innovation tools and expertise. It is a great platform to use evidence, facilitate the involvement of diverse experts in one subject area, and has the ability to incorporate the ground realities of a given situation in real time through its expansive network and engagement. Citra brings youth leadership to where it really matters... finding solutions that are needed for the future.



Madusha Dissanayake
Assistant Representative
United Nations Population Fund
(UNFPA)



Shiranee Yasaratne
Advisor
Biodiversity Sri Lanka



Biodiversity Sri Lanka takes the lead in the private sector and initiates work on biodiversity and conservation issues. It's a unique outfit that contributes towards the National Policy on Biodiversity. In this field, we find a great need for more than conventional ways of dealing with conservation issues. There's a lot of innovation and networking that is required to make things work. During the last few years, we have seen that communication has been vital in spreading the conservation message. Working with Citra, therefore, has been a great experience because of their youthful perspectives and fresh ideas when it comes to working on various development challenges. We have identified biodiversity as a critical issue and together with Citra, we have done work on climate issues with a group of young people. Similarly, we hope to network with Citra on issues such as pollution, waste management and other societal challenges arising in the country.



Citra is now a year old and over this year has shown great progress. A lab like Citra is particularly difficult to sustain because, on one hand, you have to scan the horizon for issues, then try and mainstream these issues, also evangelize new approaches from an innovation perspective among the public sector and catalyze the broader system. Doing all of this simultaneously is not an easy task. As being a member of the Advisory Board, I am quite happy that in Citra's first year they've been firing on all fronts, and look forward to working with them in the future.



Sriganesh Lokanathan
Team Lead - Big Data
LirneAsia



Prof. Ajith de Alwis
Project Director
Coordinating Secretariat for Science,
Technology and Research



As our very first lab of this kind, it is with real interest that I have watched the progress of Citra over its first year. What I see is the immense potential of this type of enterprise which creates different mindsets and has the ability to influence paradigm shifts as well. I really hope that the first group of public sector professionals, who are now Citra alumni of sorts, will seed the changes much needed in our public sector in making it much more entrepreneurial and nationally relevant with the spark of service excellence in mind. You do not need big numbers to change a situation but need the committed drive of a few. Citra may your growth be exponential in impact in the coming months and years!



I have been working with the team at Citra Lab since early 2018 on the National Youth Social Innovation Challenge to engage and empower young people around the country to bring out innovative and impactful solutions to the country's challenges. Through this project, we were able to work with a diverse community which we have never worked with before and that enabled us to think differently too. I should also add that working with the dynamic, passionate and young team at Citra Lab was like working together with friends on a passion project. We share common goals such as wanting to empower young people, give them the opportunities that they may never have, provide a platform for innovative ideas to be showcased, incubated and launched. Above all of this are the SDGs that we want to achieve in order to make this world a better place. This brings us together all the time to work closely and make an impact.



Nevindaree Premarathne
Project Officer
Information and Communication
Technology Agency of Sri Lanka

## **Our Partner Network**







BIODIVÉRSITY\*SRI LANKA



















Ministry of Immigration, Integration and Housing























































Citra Social Innovation Lab 363, Bauddhaloka Mawatha Colombo 07, Sri Lanka Tel: +94 (0) 11 2694633 www.citralab.lk | @CitraLabLK





