

Sharing and co-creating innovations internationally: The Observatory of Public Sector Innovation

Edwin Lau
Head of Reform of the Public Sector Division,
Public Governance and Territorial Development
Directorate, OECD

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Why public sector innovation?

- **Constrained resources**
- **More demand**
- **Greater expectations**
- **Demographic challenge**
- **Complex social issues**



The Observatory of Public Sector Innovation

Highlights

1 2 3 4 5



OECD Conference: Innovating the Public Sector: from Ideas to Impact

12-13 November 2014 Find the summary, presentations, videos and photographs from the Conference here.

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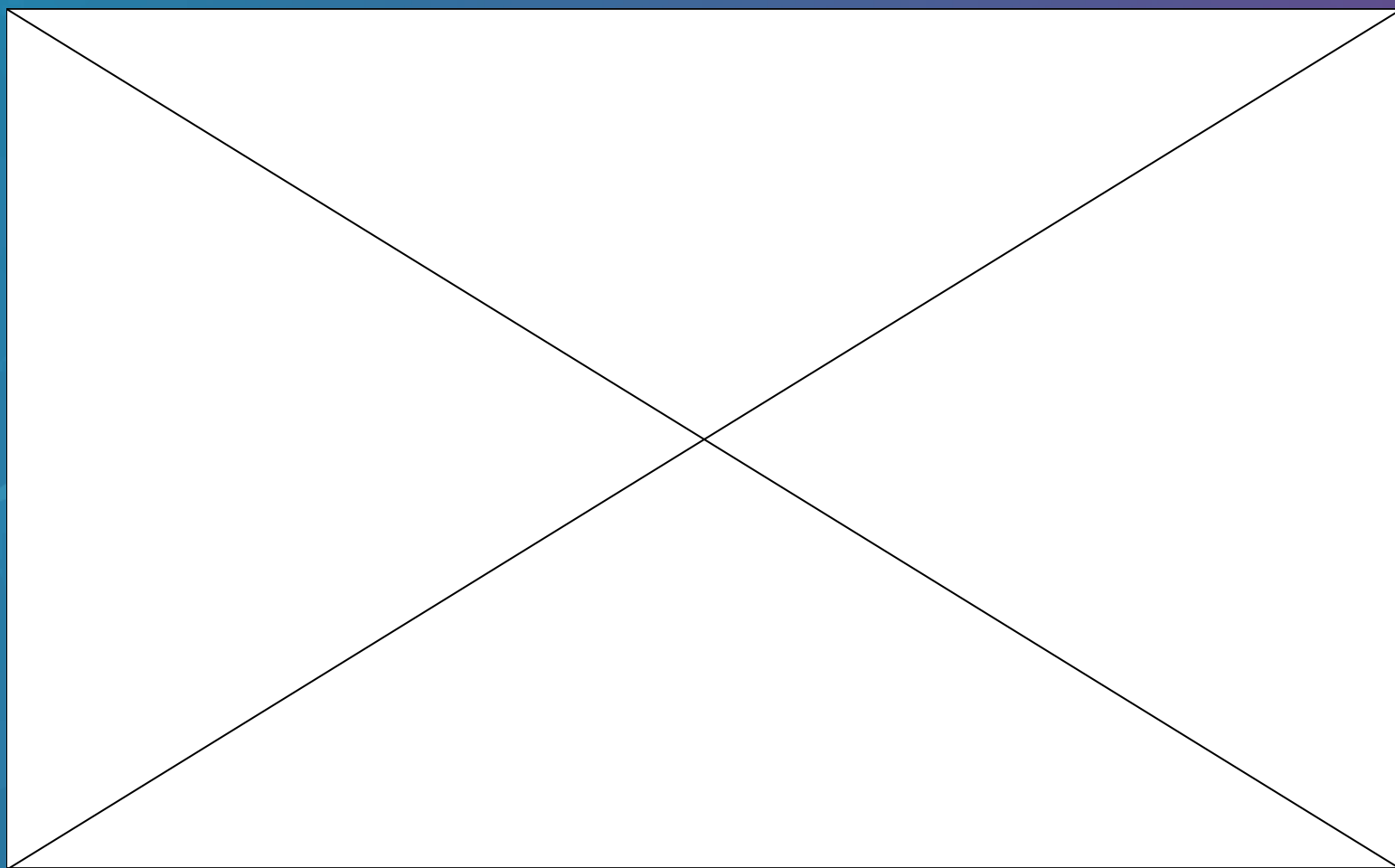
an innovation



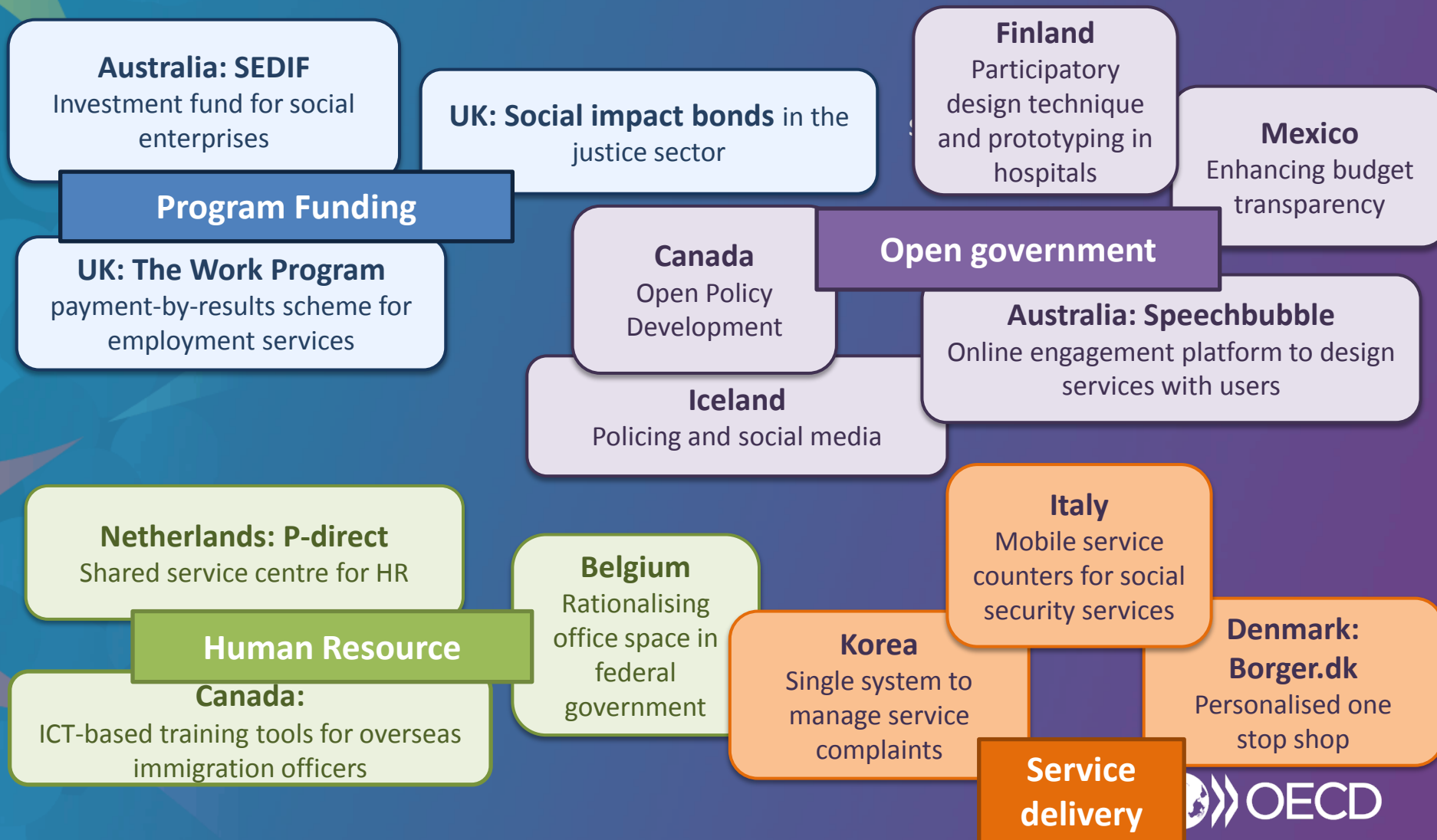
Collaborate

with others





Innovations in the OPSI



Discuss, Collaborate, Co-create



The Observatory Community

- 162 innovations from 27 countries
- Policymakers, practitioners, experts
- The community is growing. Since June 2014:
 - ✓ 22 071 visits (sessions) since launch
 - ✓ 10 784 users
 - ✓ 86 500 page views
 - ✓ 3.92 pages viewed per visit
 - ✓ Average session duration: 5 minutes
 - ✓ 53% returning visitors
 - ✓ 47% new visitors



How can you use the Observatory?

1. Check in regularly to the Observatory online
2. Showcase your own experiences by submitting your innovation
3. Join online discussions
4. Create your own innovation community to co-create with others

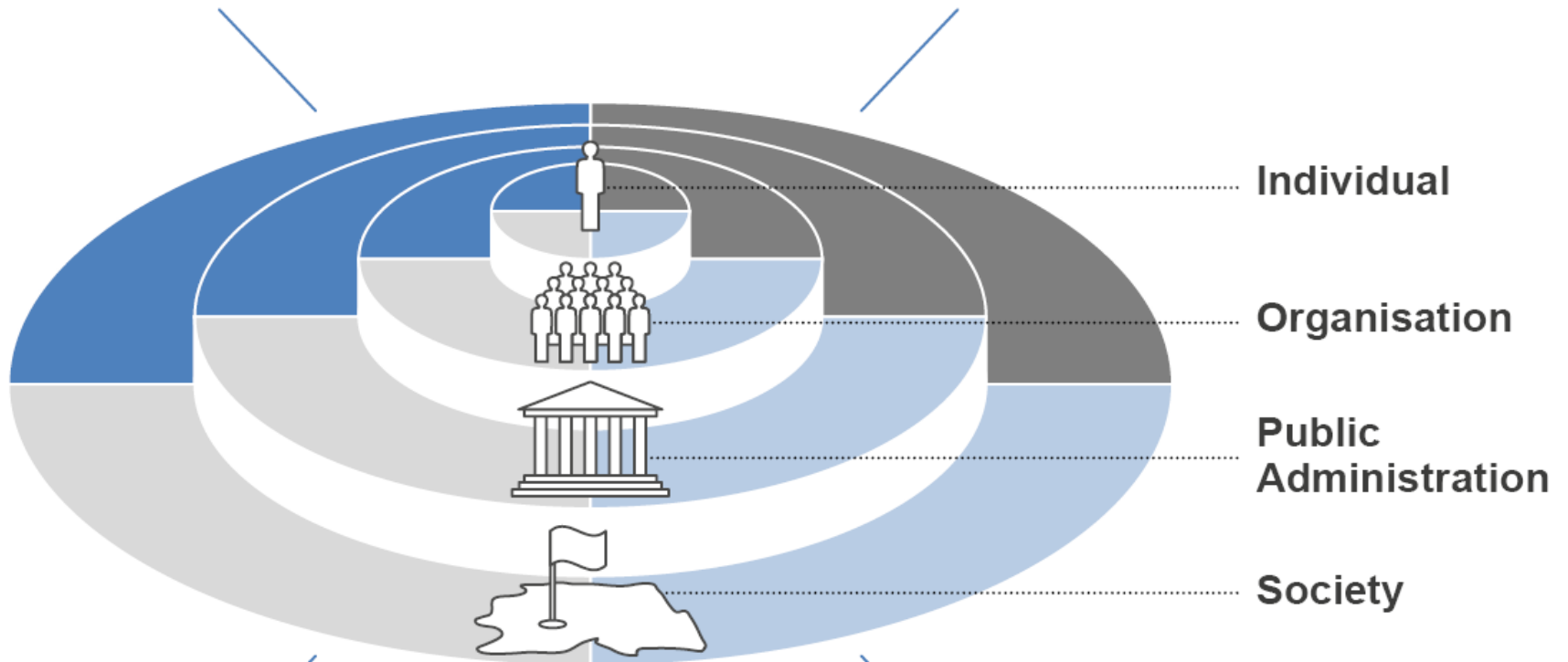
OECD Public Sector Innovation Framework



Ways of Working



Rules and Processes



Individual

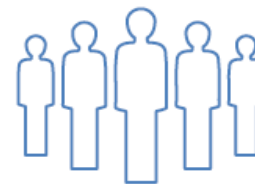
Organisation

**Public
Administration**

Society



Knowledge



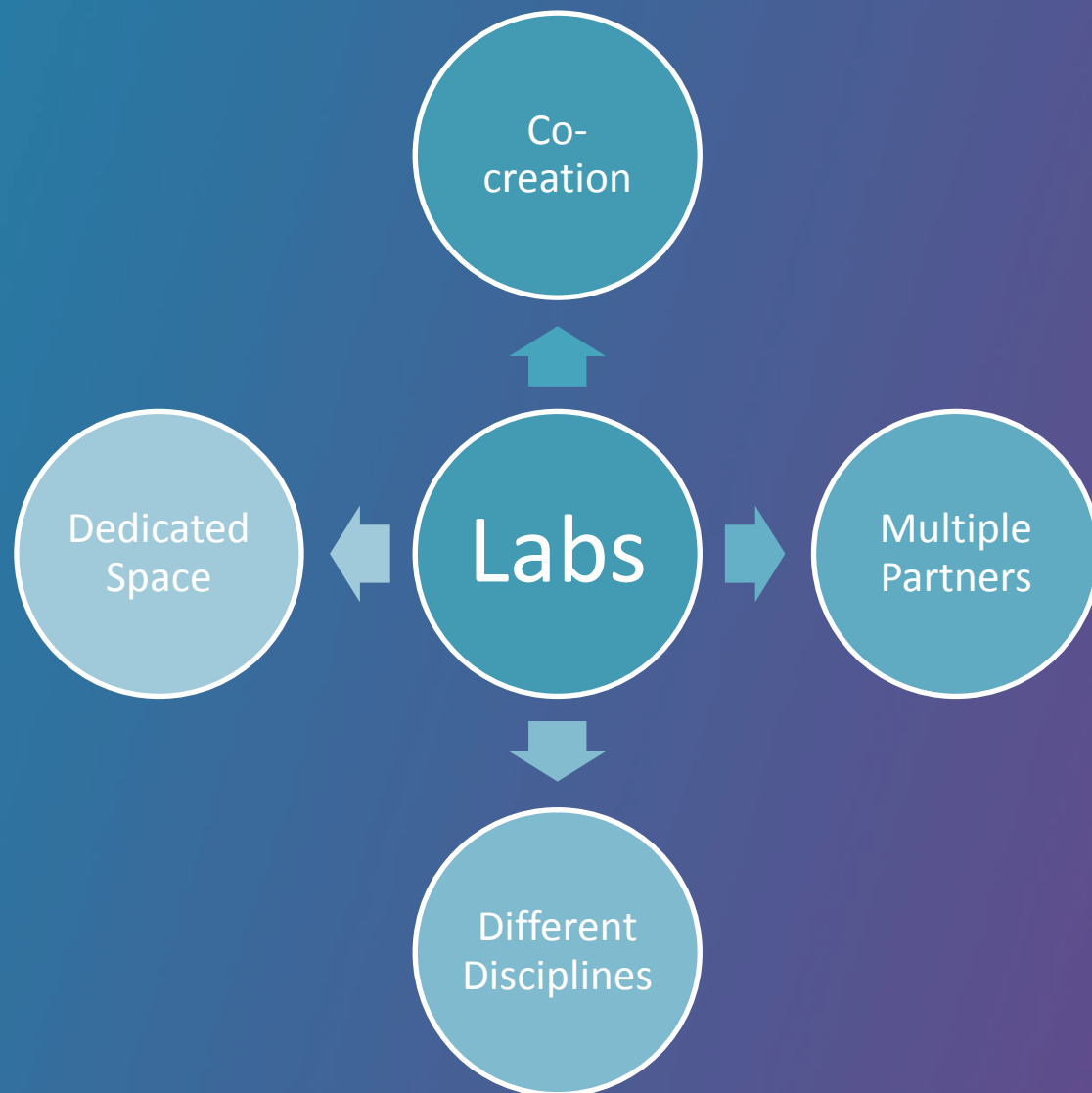
People

Ways of Working

Reviewing organisational design

- **Complexity of problems requires :**
 - Rethinking organisational boundaries to draw expertise from a broad range of actors
 - Introducing new ways of working to address problem solving; encourage collaborative working
 - Introducing flexibility in staffing system and new leadership responsibilities cutting across policy domains
 - Involving private sector and civil society to co-design solutions

What are 'Innovation Labs'?



Where are the Labs?

- Mindlab, Denmark
- Office of Personnel Management, United States
- Policy Lab, United Kingdom
- La 27e Region, France
- Laboratorio para la Ciudad, Mexico
- Central Innovation Hub, Canada
- New labs emerging all the time...

Different Models of Labs



Examples: Mindlab

The logo for Mindlab, featuring the words "MIND" and "LAB" in a bold, green, pixelated font, stacked vertically on a white background.

Mindlab, Denmark

Governance:

Central Government

Activities:

Human centred design across employment, education, business and growth, and government modernisation

Skills:

Interviewing, ethnography, prototyping

Impact:

Business case demonstrates 21:1 return on investment

Examples: La 27e Region

La 27e Region, France



Governance:

Regional government

Activities:

Helps government to design new services; immerses civil servants in the service they are trying to understand

Skills:

Design, sociology, user-driven design, experimentation, prototyping

Impact:

Helped to design more than 20 social innovation pilots across 9 regional governments in France

Key Questions for Lab Building

- What are your objectives?
- What is the most appropriate governance model?
- What skills do you need?
- Where do you fit into the existing public sector context?
- How will you demonstrate impact?

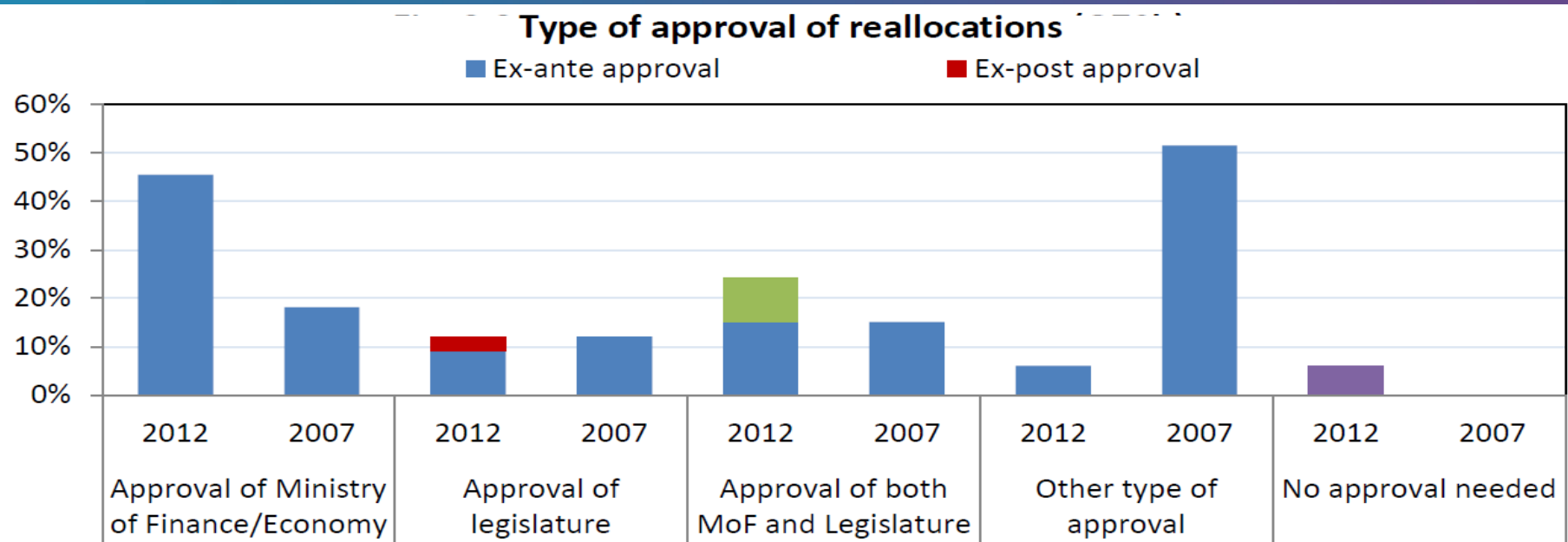
Rules and Processes

Processes and procedures should help, not hinder

- **Rules and processes may have unintended effect that limit organisations' capacity to innovate**
 - Government officials' misunderstanding of rules may lead to unnecessary risk aversion; altering regulations can change incentives & ability to innovate.
 - Removing limits is not always enough; limits can be self-imposed.
- **New, more flexible norms and guidance**
 - Simplification efforts should be accompanied by new approaches to assessing and managing risk and performance .
 - Increasing flexibility needs to be balanced by public service values and a robust integrity framework.
- **Innovative problem solving approaches**
 - Focus on outcomes and adapt existing processes
 - Rely on collaboration, pilot testing, experimental design and prototyping (e.g. NemID, Cardboard hospital)

Balancing accountability & impact

- Budget rigidities can limit flexibility and horizontal collaboration.
- Fiscal consolidation measures can reduce capacity to innovate.
- Many horizontal solutions lack resources or funding mechanisms.
- Performance budgeting is an imperfect solution.



Note: Percentage of participating OECD countries (33 in 2012 and 33 in 2007).

In this graph, "Other type of approval" in 2012 is recognised only when neither MoF nor legislature is required to approve.

Source: 2012 OECD Budget Practices and Procedures Survey

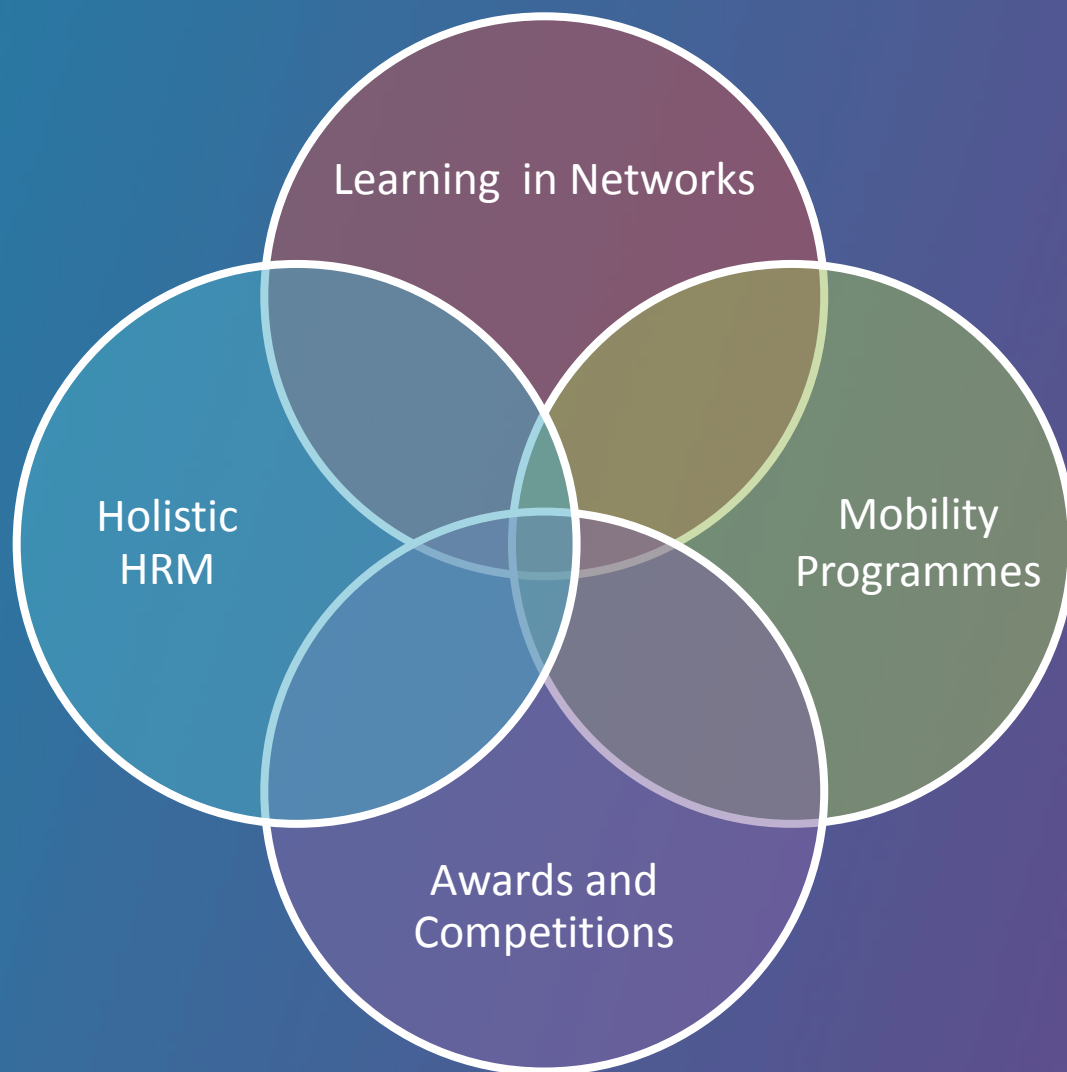
OECD Public Sector Innovation Framework

People

Putting the focus on individuals



HRM Practices Supporting Innovation



Will new leadership needs require new leadership competencies?



Knowledge

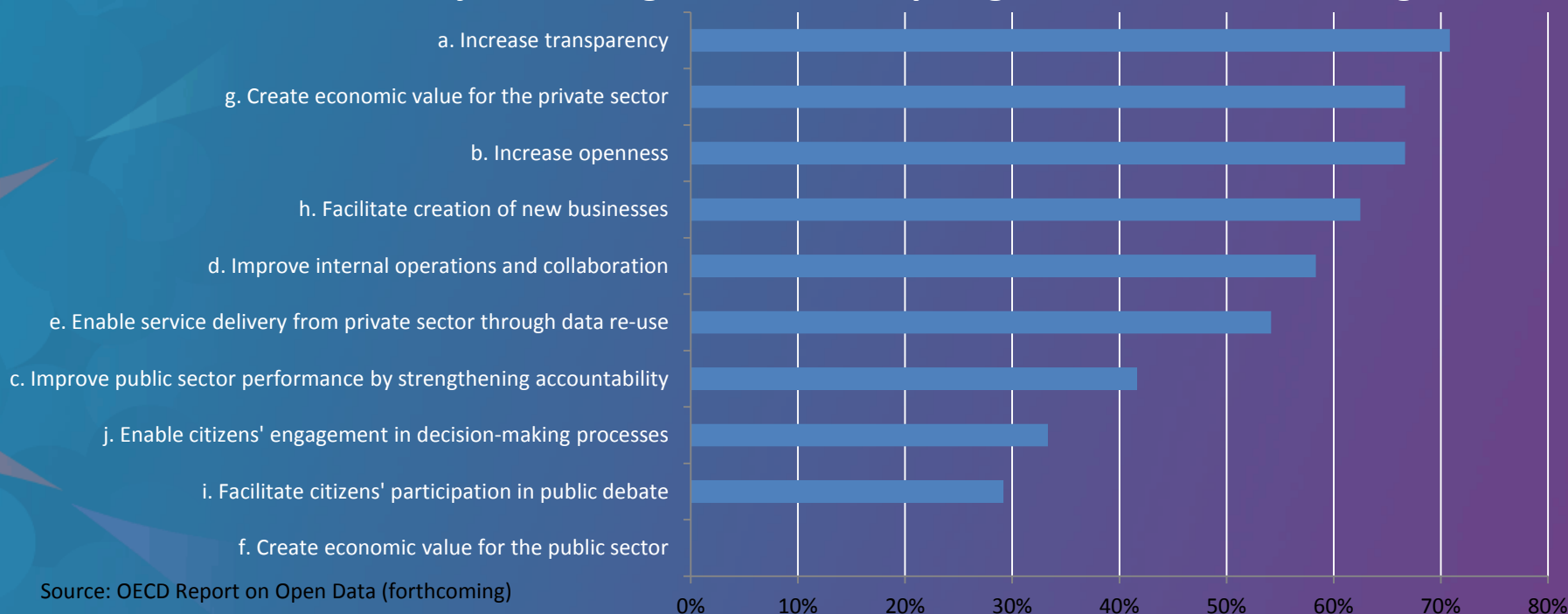
Data, information and knowledge fuel innovation

- Share information to spread ideas and practices, maintain pressure for performance, and to develop new cross-cutting solutions (OGD and Big Data)
- Leverage new ways to gathering data (e.g. **Challenge.gov**)
- Bridge internal (performance) and external (user) information needs (e.g. **Student Update Facebook & Twitter accounts**)
- Integrate new data into existing processes and learning from it to adapt to changing environments.

Spreading Open Government Data

- **Economic value:** Growth & competitiveness in the wider economy; fostering innovation, efficiency & effectiveness in government services
- **Social value:** Citizens' self-empowerment, social participation & engagement
- **Public governance value:** Accountability, transparency, responsiveness & democratic control

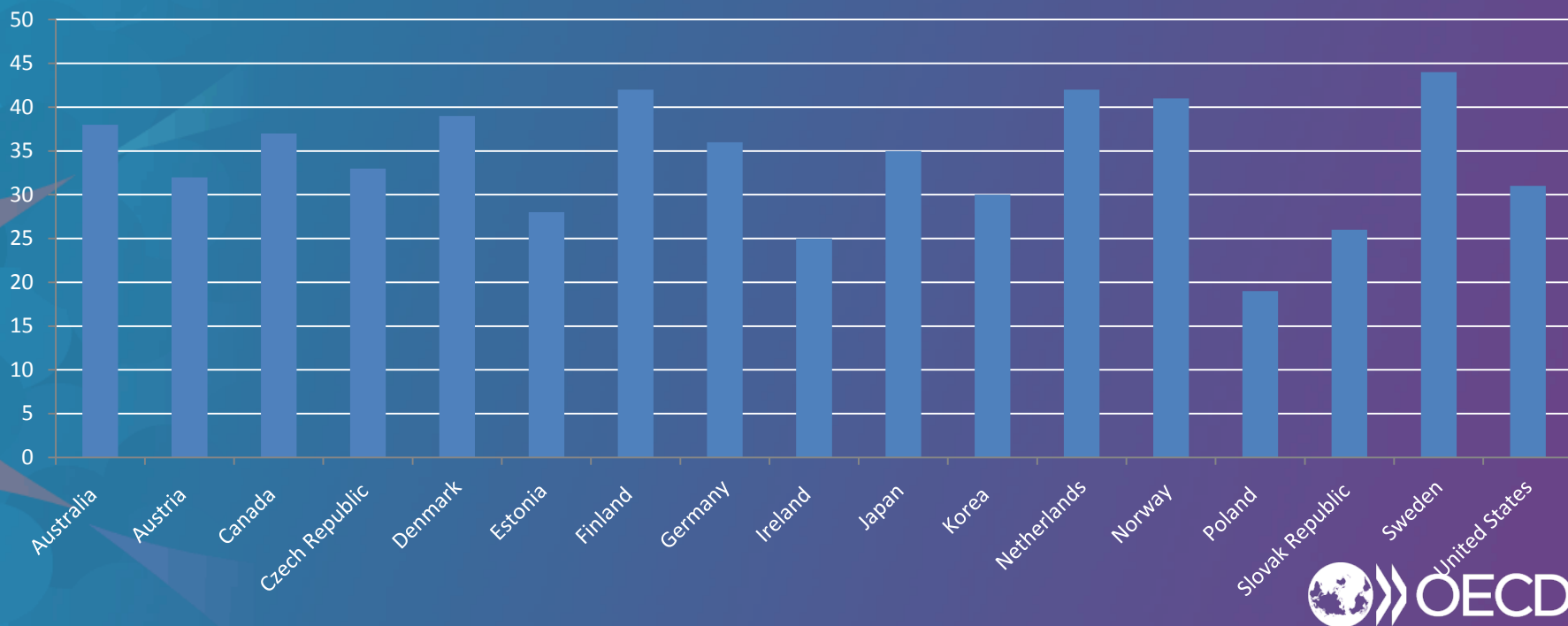
What are the main objectives in governments' open government data strategies?



But do countries have the right skills to turn information into knowledge?

Individuals need to upgrade their skills in order to innovate, collect and analyse evidence, understand human behaviour, work in networks, and develop creative solutions. Specialist skills are no longer confined to niche positions (e.g. technological literacy, communication and analytical skills).

Problem solving in technology-rich environments: % at level 2 or 3



Source: OECD Survey of Adult Skills (PIAAC) (2012)

Thank you

Edwin.lau@oecd.org

<http://www.oecd.org/governance/observatory-public-sector-innovation>