



Observatory of
Public Sector Innovation

Public Sector Innovation trends in OECD countries and beyond

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Public Sector Innovation is Complex and Difficult

Public sector innovation is a fundamentally difficult issue. It has a range of characteristics which mean that it is not an easy thing to command, to manage, or to measure.

01

DIFFICULT TO DEFINE

Innovation is hard to define because it is inherently contextual. What is innovative, depends on the context.

02

VARIED FORMS AND DEGREES

Public sector innovation comes in many different forms (e.g. service and policy) and degrees (e.g. incremental and radical)

03

DIFFERENT TO PRIVATE SECTOR

Public sector innovation occurs in a political context, which often makes it much more complex and uncertain than in the private sector.

04

THE ROLE OF TIME

What is innovative, and how successful it is, can often only really be judged with the passing of time.

05

TOP-DOWN VS BOTTOM-UP

Public sector innovation can be both directed and emergent.

06

DIFFERENT PURPOSES

Public sector innovation can occur for many different reasons. The different reasons require differing forms of innovation and support.

WHY DO WE NEED INNOVATION?

01

Technology is disrupting the status-quo

02

Globalisation is accelerating exponentially, and backlash has increased complexity

03

Inequality is growing – 8 men control as much wealth as the bottom half of the world

04

Gender equality is still an uphill battle, with little progress against goals

05

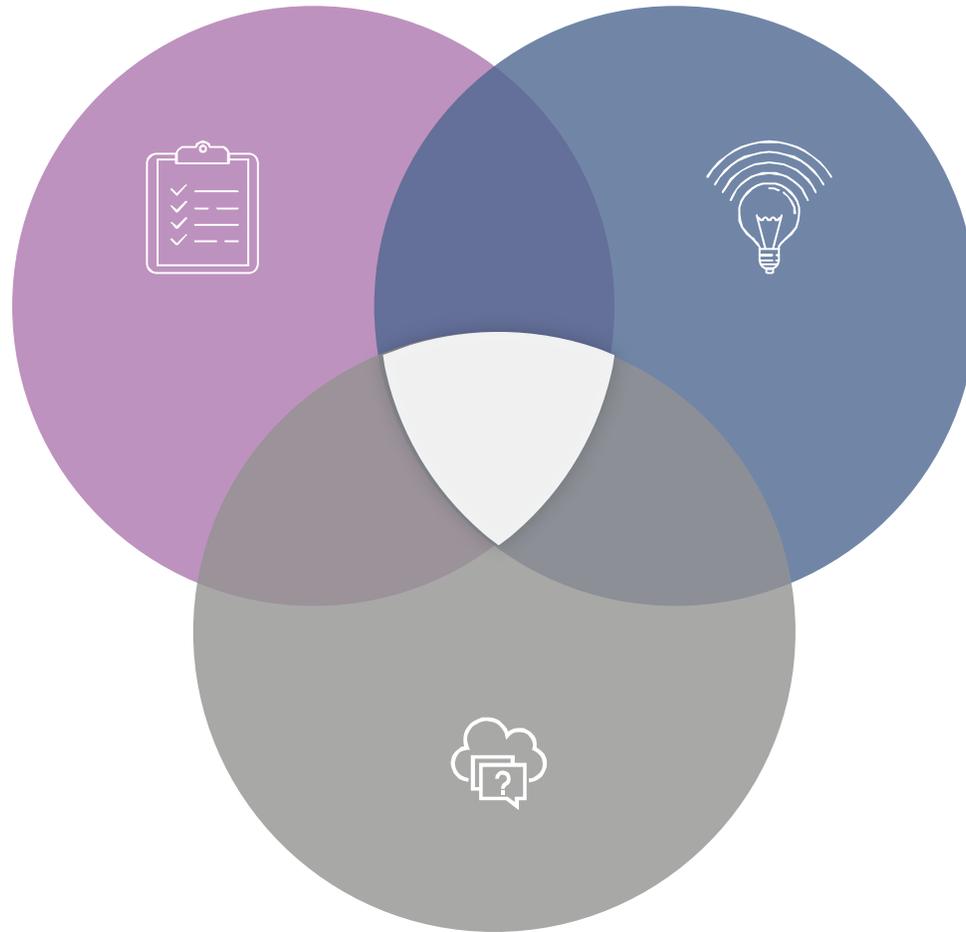
35% of jobs to be automated or significantly changed

06

Trust in governments at all time lows

3 Facets of Innovation to Consider

Delivering on today – mission-oriented public sector innovation. This facet is about ensuring that innovation is occurring in order to meet current burning priorities; that government has the ability to innovate in order to reach its goals. It is likely that this innovation will usually be more incremental in nature, exploiting the knowledge resources of today.



Delivering on tomorrow – anticipatory innovation. This facet is about ensuring that there is exploration and engagement with the emergent issues that will shape future priorities and future commitments. It is likely that this innovation will be more radical in nature, and will be harder to embed in existing structures.

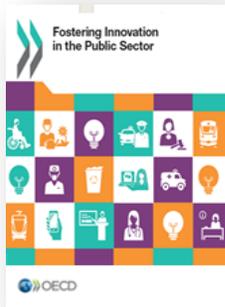
Ensuring innovation readiness – ensuring the necessary absorptive capacity across the Public Service for engaging with new ideas, new methods and new ways of working and delivering. Innovation is not a capability or capacity that can be turned on and off at will, it needs to be nurtured in order to be drawn upon when needed, and to allow for the unexpected to emerge.

OPSI

The Observatory for Public Sector Innovation (OPSI) team are specialists in public sector innovation. Since 2014, the team has worked with governments to understand and encourage new approaches to address society's complex problems, providing a collective resource to identify, collect and analyse new ways of designing and delivering policies and services.

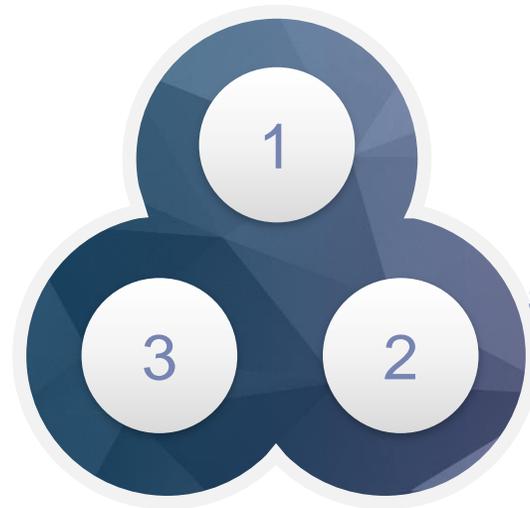
UNCOVERING WHAT IS NEXT

Identifying new practices, connecting those engaging in new ways of thinking and acting, and considering what these new approaches mean for the public sector.



PROVIDING TRUSTED ADVICE TO FOSTER INNOVATION

Sharing guidance and resources so governments can support innovation to drive better outcomes.



TURNING THE NEW INTO NORMAL

Studying innovation in different contexts and investigating potential frameworks and methods to encourage innovation in the daily work of public servants.



MAJOR PUBLIC SECTOR INNOVATION TRENDS



Digital identity



Systems approaches and enablers



Inclusiveness and vulnerable populations



Citizen focus



Experimentation



Data

How are governments innovating to address unprecedented challenges?

The OECD Observatory of Public Sector Innovation (OPSI) and the UAE Centre for Government Innovation have conducted a global review of government innovation trends. Drawing on extensive research, and a global Call for Innovations, the report highlights key trends and case studies.



Building digital identities as a foundation for new services, supporting people and businesses to express their unique identities, and spurring new discussions on national identity.



Embracing systems approaches to lead a paradigm shift in how services are provided, transforming and re-aligning the underlying processes and methods of the business of government.



Fostering better conditions for all people in order to address complex current and future problems, and to create a world where everyone has access to opportunities for a better life.

276
submissions
from 58 countries

10

featured as case studies in this review



Case study: Finland

Cardboard hospital Finland:

What: The cardboard hospital provides an opportunity for staff and architects to meet with patients - as users of the hospital environment and services - and co-create the infrastructure. The central idea is that by constructing physical spaces, one is situated in the environments through all senses, thus enabling new ideas and their evaluation. The need for the method arose from the strategic aim of the hospital to put the patient in the centre of the operations. There was also ongoing planning of a new hospital wing, which was seen as a good piloting opportunity. Various prototyping methods were explored to answer this need.

Results: Architects, managers and developers understand more easily the treatment process, the needs of patients and staff, which enables a quicker designing process. Includes the patients in the design process, which supports the development of customer-centric hospital space and service development practices. Lead to higher user satisfaction.



Case study: Sweden

Pension rights and information: Min Pension in Sweden

What: Min Pension is a service which on a daily basis helps Swedish people to get an overall picture of their earned pension rights, and helps them make a projection on their old age pension. The website can be accessed by one click from external internet sites, such as the Swedish Pensions Agency, several banks and pension companies.

Results: People are provided with comprehensive information on their pension rights and the Swedish pension system. More than 2.1 million registered users and more than 12 million pension agreements collected in the database guarantee transparency. A well organised platform for the public and the private sector in the pension area.



Case study: South Africa

Social insurance institutional arrangements: NSSF in South Africa

What: Agency approach for the delivery of social insurance schemes to redress incoherence and fragmentation of the different administrations administering social insurance schemes in the country. An institutional design for the implementation of the mandatory National Social Security Fund (NSSF) in the delivery of death, disability and retirement benefits was created.

Results: The Agency Approach consolidates the different administrations into a single hub of delivery, preventing double or triple dipping, and savings administrative costs. This improved efficiency and effectiveness in social insurance delivery and improved capability to identify trends in resource allocation.



social development

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MENA Working Group





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