

PARIS, 2018

REPORT ON THE OBSERVATORY FOR PUBLIC SECTOR INNOVATION CONFERENCE

‘INNOVATION IN GOVERNMENT:
STEPS, LEAPS AND BOUNDS’



THE CONFERENCE AT A GLANCE

The 2018 OPSI conference 'Steps, leaps and bounds' was held in Paris on the 19 and 20 of November 2018. It was the third instalment of the 'Innovation in Government' conference series. The first conference 'From Ideas to Impact' made the case that 'old ways of doing are not working' and that government must innovate. The second conference, 'The New Normal', argued that governments must better mainstream innovation. This third conference, 'Steps, leaps and bounds', posited that innovation is multifaceted and, because there is no one type of 'innovation', government must develop diversified management strategies to foster different forms of innovation. Different kinds of innovation, in turn, can help government manage different kinds of change or achieve different kinds of goals. Taken sequentially, this conference series advances thinking on public sector innovation, deepening participants' conceptual understanding of innovation while also helping to build the political momentum necessary to make innovation systemic and systematic, not just ad-hoc or accidental.

STEPS, LEAPS, & BOUNDS

The 2018 conference was invitation-only. OPSI convened more than 260 innovation expert, practitioner and leader participants, from 28 countries, to discuss cutting-edge issues in public sector innovation over the course of one and a half days. This selectivity afforded OPSI an appropriate level of expertise and active participation so that the new, and complex, ideas presented during the event could be explored and validated.

OPSI also undertook a new approach to devising the invitation list, by holding a series of online conversations on the OPSI community platform with individual National Contact Point (NCP) group members. In these 'online sprints' NCP members put forward ideas of topics they wished the conference to cover as well as specific suggestions of innovators within their country network to whom the invitation ought to be extended. This co-design process ensured that NCPs were reaching out to the most appropriate part of their network and could form a country delegation in a grassroots way. NCP suggestions supplemented the list of participants that OPSI carefully selected from the team and OECD Directorate's own networks.

For the first time, OPSI partnered with the French Government and held the conference on French Government premises, at the Direction Interministérielle de la Transformation Publique (DITP), during la Semaine de l'Innovation Publique (which ran from the 19 to 25 of November 2018). This partnership permitted OPSI to leverage existing government and media attention on innovation, as well as affirm strong links and relevancy of its work to government.

FOUR IMPORTANT LAUNCHES TOOK PLACE AT THE CONFERENCE

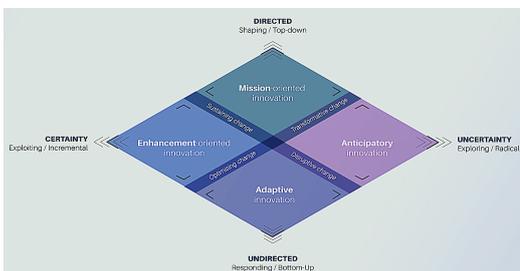
From OPSI's expansive work program, four major contributions to the innovation field have emerged. OPSI officially launched these to the select conference audience.

1. INNOVATION FACET MODEL

OPSI sees public sector innovation as a multi-faceted phenomenon, with each facet involving different activities serving different aims. Accordingly, OPSI has devised an Innovation Facets model, which posits the existence of four main facets:

- Enhancement-oriented innovation
- Mission-oriented innovation
- Adaptive innovation
- Anticipatory innovation

After soft launching the Innovation Facets model through a series of blogs on the OPSI website, with videos and a podcast that were part of a concerted social media campaign, in the weeks leading up to the conference, the model was officially launched on first day of the conference.



The launch took the form of a Socratic dialogue among OPSI analysts Alex Roberts and Piret Tõnurist and invited expert Christian Bason, of the Danish Design Centre. Conversation explored the different facets of innovation.

The main points made in this session were:

- It is important to recognise that there is no 'one kind' of innovation; innovation is multifaceted.
- Different kinds of innovation are suited to different kinds of needs or aims.
- The inability/ failure to differentiate properly among different innovation facets has historically hindered government efforts to embed innovation as a capability.
- Each facet needs to be managed and engaged with, differently. Therefore, government needs a diverse innovation portfolio.

The launch also included a specially created explanatory video. The collection of blogs and the explanatory video are located here:

<https://oe.cd/innovationfacets>

2. THE OPSI TOOLKIT NAVIGATOR

A multi-faceted approach to public sector innovation requires a diverse set of approaches and working methods based on circumstances and the types of people involved. A multitude of toolkits already exist by innovation practitioners find it difficult to navigate the options.

To solve this, OPSI developed the Toolkit Navigator that can better orient innovators toward the toolkits suited for their situation. As an online resource, the OPSI Toolkit Navigator:

- Provides a navigation pathway to a curated and organised collection of toolkits, created by authors in the public, private, academic and not-for-profit sectors and representing different areas of innovation practice.
- Bases a search on whether the user wants to learn something, create something, or connect with others.
- Contains information about common methodologies used for public sector innovation.
- Links users to the OPSI case study platform, where users can find relevant government case studies involving those methodologies in practice.

The launch of the OPSI Toolkit Navigator took the form of a presentation from OPSI analyst Angela Hanson, who discussed the rigorous user testing that the resource underwent during its creation. The processes by which the toolkit taxonomy and compendium were created and how navigation pathways were devised were also discussed. There was a panel discussion from Andrea Siodmok, from the UK Cabinet Office, Kris Broekaert, from the World Economic Forum and Benjamin Kumpf, from the UNDP, who each made the strong case for why methodological flexibility is needed in public sector innovation and how toolkits can help.

The launch also included a specially created explanatory video. The collection of blogs and the explanatory video are located here:

<https://oe.cd/toolkitnavigator>

3. THE REVIEW OF THE INNOVATION SYSTEM OF THE PUBLIC SERVICE OF CANADA

OPSI undertakes country studies in order to help governments better understand how to foster public sector innovation systems that can contribute to achieving their goals. A public sector innovation system is effectively all of the things that contribute to (and hinder) the appetite for innovation and the ability to deliver innovative outcomes. OPSI reviews a public sector innovation system by looking at the relevant structures, actors and processes and their relationships and the beliefs, attitudes, traditions and other informal factors can shape how and when innovation occurs.

At the conference, OPSI launched its first ever OECD Review of public sector innovation system, of the Public Service of Canada. The Review contributed to the development of the Innovation Facets model. In addition to providing a deep understanding of the Canadian innovation context, it outlines important general levers available to government, that will allow them to develop a more deliberate public sector innovation system.

The full Review is available online here:
<https://oe.cd/canadareview>

Background information on Innovation System Reviews is located here:
<https://oe.cd/countrystudies>



4. THE PUBLIC CONSULTATION OF THE OECD PUBLIC SECTOR INNOVATION DECLARATION

To make sure innovation happens consistently and continually, governments should think about how best to support different kinds of innovation suited to different kinds of challenges. They need coherent, yet diverse, innovation strategies.

In light of this, OPSI has developed a Draft OECD Declaration on Public Sector Innovation. The Declaration is an OECD instrument, a framework and set of principles that governments can use to inform their country's own planning and strategising to foster innovation better.

During the conference, OPSI launched:

1. The public consultation for the Innovation Declaration

The public consultation is open to everyone and it is an opportunity to shape the content of the Innovation Declaration so that it is relevant and useful, to practitioner and politician alike. The public consultation process is open until February 22 2019 and is hosted on a collaborative, online platform.

2. The 'Declare to Innovate' campaign

People who took the time to provide direct feedback on the draft Innovation Declaration document and, in general, support a stronger innovation agenda in government can mark their participation and show their support by joining the 'Declare to innovate' campaign. The campaign is simple and online, people can download and print the 'Declare to Innovate' poster, snap a picture of themselves holding it and tweet it to @OPSIgov.

All information on the Innovation Declaration, access to the online collaborative platform, which hosts the document and facilitates public consultation and the instructions and materials to join the 'Declare to Innovate' campaign, are located here: <https://oe.cd/opsideclaration>

The Declare to Innovate campaign will run on OPSI's Twitter from November 2018 to February 2019: <https://twitter.com/OPSIgov>



OVERVIEW OF THE DISCUSSIONS

The conference program followed a series of questions, leading participants through a learning journey over the course of one and half days.

WHAT ARE THE BIG ISSUES GOVERNMENT ARE FACING?

Andrea Siodmok's, from the UK Cabinet Office, opening keynote address affirmed that governments operate in uncertain contexts and that the public sector should embrace 'next practice' rather than wait for 'best practice' if it is to keep pace with the rate of change.



In the ensuing sessions,

- Pelle Guldborg Hansen, from Roskilde University, explored the burgeoning use of behavioural insights in regulation and discussed how to apply it responsibly and effectively.
- Marten Kaevats, from the Government of Estonia, looked at how Estonia is using Artificial intelligence to imagine the next generation of services.
- Peter Macleod, from Mass LBP, looked at democratic innovations such as citizen assemblies and their use and usefulness in the Canadian context.
- Leopold Summerer, from the European Space Agency, looked at how public sector entities interact in the new space age.

IN THE FACE OF SUCH ISSUES, HOW SHOULD GOVERNMENTS THINK ABOUT INNOVATION?

After having presented 'big issues' that are looming on government's horizon (AI, behavioural insights, citizen engagement and space exploration) participants were then offered the OPSI Innovation facets model as a way of apprehending the various forms of innovation that exist and how they might be managed and directed to support different kinds of change. Christian Bason, from the Danish Design Centre, summarises his critical response to this model here: <https://oe.cd/innovationprofession>

What are the different facets of innovation? After having been presented with the model, participants then chose to explore one of its four facets in a series of parallel sessions.

Alongside OPSI analysts were also:

- Fabiana Scapolo, from the European Commission, explored anticipatory innovation
- Rainer Kattel and George Dibb, from UCL's Institute for Innovation and Public Purpose, explored mission oriented innovation
- Sara Carrasqueiro, from Portugal's Administrative Modernisation Authority, explored enhancement-oriented innovation.
- Kit Collingwood-Richardson, from the OneTeamGov and Lane Becker from the US' 18F, 10x explored adaptive innovation.

HOW CAN WE BUILD FOUNDATIONS, PULL LEVERS AND OVERCOME BARRIERS TO INNOVATION?

These sessions looked how governments were contending with barriers or challenges to innovation, seeking levers for innovation, measuring innovation and building skills and capacities.

- Goran Jokic and Michael Kallinger, from the Federal Ministry for the Civil Service and Sport discussed how GovbLabAustria was determining and tackling barriers to innovation and, in general, the current and possible future role of innovation labs.
- Holly Ellis, from the UK's Government Digital Services, looked at how to ensure public servants have the necessary skills and opportunity to innovate.
- Lene Krogh Jeppersen, from the Danish National Centre for Public Sector Innovation looked at how to start working with statistical measurement of public sector innovation and the use, and usefulness, of measurement in the field of innovation.
- Benjamin Kumpf, from UNDP, Lucy Fallon-Byrne, from Ireland's Department of Public Expenditure and Reform and Sirpa Kekkonen, from the Finnish Prime Minister's Office discussed the use of Sustainable Development Goals to direct innovation efforts.

HOW CAN GOVERNMENTS ORGANISE THEIR INNOVATION EFFORTS?

Participants then regrouped to discuss the rationale for creating the Innovation Declaration to help develop a common language in relation to public sector innovation and cultivate a more deliberate approach toward it. Irène Hors, from the OECD Public Governance Directorate, Rodney Ghali, from Canada's Privy Council Office, Benoît Landau from France's Interministerial Directorate of Public Transformation and Cæcilie Riis from Norway's Ministry of Local government and Modernisation discussed their respective country's experience with such a document and the possible usefulness of an international version.

WHAT DOES THE 'EDGE' OF INNOVATION LOOK LIKE TODAY?

The first day concluded with a showcase of 'edge cases', samples of especially innovative work that were surfaced through OPSI's partnership with the UAE. Introduced by Shatha AlHashmi, from the Mohammed Bin Rashid Centre for Government Innovation, cases came from:



- Mobilised Construction, UK
- Transportation as a Benefit, US
- Better Rules, Better Outcomes, New Zealand
- Carrot Rewards, Canada
- Project Applause, Ljubljana, Slovenia

HOW CAN WE SUPPORT INNOVATORS IN ORGANISATIONS BETTER?

If governments are facing 'big issues' and are to undertake a multi-faceted approach to innovation, how can they best be supported? This session introduced the OPSI Toolkit Navigator, with a panel discussion from Andrea Siodmok, from the UK's Cabinet Office, Benjamin Kumpf from UNDP and Kris Broekaert from the World Economic Forum discuss the need for methodological flexibility and the usefulness of toolkits to help innovators start, or accelerate, an innovate journey or test new approaches to complex problems.

HOW ARE ORGANISATIONS INNOVATING?

These sessions explored what governments are doing at a practical level to innovate, using the latest technology or efforts they are undertaking to shift the culture around innovation. Alongside OPSI analysts, Arjan Widlak, from the Kafka Brigade Foundation reviewed digital transformation of government. Former Deputy Prime Minister and Minister of Public Administration from the Republic of Slovenia Boris Koprivnikar, Jess McMullin, from Situ Strategy and Daniel Gerson, from the Public Employment and Management Division from the OECD looked at the role of leaders in innovation and how to innovators can better approach them to get them onside for innovation projects. Mikko Annala, from Demos Helsinki, explored how governments can incorporate experimentation in policymaking. Cara LaPointe, from Georgetown University, Alexandre Polvora and Susana Nascimento, from the European Commission focused, on emergent uses of Blockchain in government and reviewed ethical considerations.



HOW CAN ORGANISATIONS TAKE A SYSTEMS-APPROACH TO INNOVATION?

The conference concluded with affirming the need for systemic and systematic innovation. To demonstrate OPSI's work in systems analysis and country reviews of innovation systems, there was the launch of the first ever Review of the Innovation System of the Public Service of Canada. Rodney Ghali, from the Privy Council Office of Canada, Robert Watt, from the Department of Public Expenditure and Reform in Ireland, Sofia Norberg, from Sweden's Vinnova and Liz McKeown, from the UK's Office of National Statistics, provided comments.

The series of questions guiding participants' learning journey over the course of the conference was designed to be thought provoking. Sessions corresponding to each question did not necessarily provide concrete answers. Rather, they offered illustrative case studies, approaches or examples of how governments are reckoning with such questions and some theoretical or practical lessons derived from their experience. Progressively, OPSI will release reflections on individual conference sessions on its blog: <https://oecd-opsi.org/> and through its newsletter: <https://oe.cd/opsinewsletter>

THANK YOU!

As we all know, geopolitical, economic, social and environmental changes are shaping the operating context for the public sector.

This changing context – one of flux rather than stability – brings opportunities as well as challenges.

There are so many uncertainties that governments need to try to anticipate, to engage with, and to manage.

In short, governments need to meet the challenges of today, as well as being ready for the emergent and evolving challenges of tomorrow.

This conference was a wonderful opportunity to talk about how we can collectively take the next step on the public sector innovation journey – whether that step be a small one, a leap, or a bound.

Thank you for your participation!

For access to available presentations, visit Sched and click on the appropriate session here:

<https://opsiconference2018.sched.com>

To see the work on the OPSI Innovation Facets model, visit here: <https://oe.cd/innovationfacets>

To access the OPSI Toolkit Navigator, visit here: <https://oe.cd/toolkitnavigator>

To participate in the public consultation on the OECD Innovation Declaration, visit here:

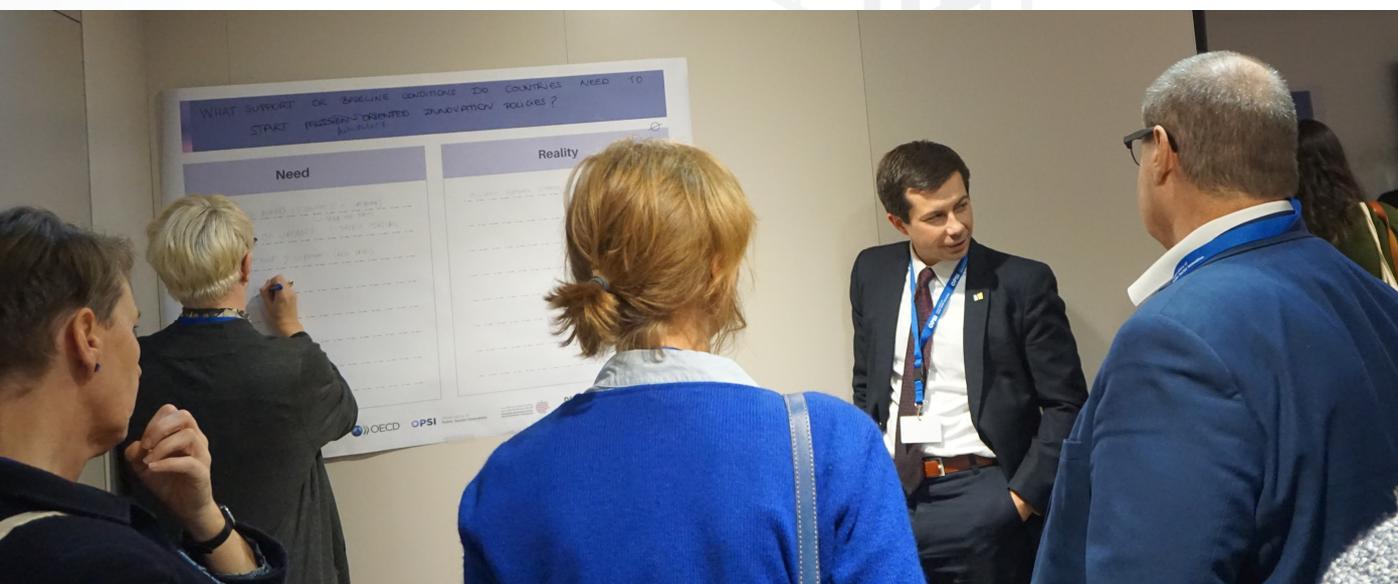
<https://www.oecd-opsi.org/declaration-consultation/>

To see the work on country innovation system reviews and download the Canada Review, visit here:

<https://oe.cd/canadareview>

To read the OPSI blog, visit here: <https://oecd-opsi.org/blog/>

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