OPSI

Session 3: Innovation in the Face of Crisis

24th of June 2022

OECD
BETTER POLICIES FOR BETTER LIVES

Agenda

14.00 – 14.05 | Opening

14.05 – 14.15 | Bruno Monteiro (OPSI): *Innovative Responses to COVID-19*

14.15 – 14.30 | Françoise Waintrop (France): *Spurring innovative practices and instruments*

14.30 – 16h30 | Facilitated discussion and collaborative activities: break-out groups

16.30 – 17.00 | Sharing and reporting in plenary

BRUNO MONTEIRO
POLICY ANALYST
OECD Observatory
of Public Sector
Innovation

The Observatory of Public Sector Innovation equips governments and public servants with fresh insights, knowledge, tools and connections to help them explore new possibilities.

Mission Pillars

01 Uncover What's Next

02 Turning The 'New' Into The 'Normal'

DECLARE TO INNOVATE

#innovationdeclaration

03 Providing Trusted Advice

01 Uncover What's Next

Identifying new practices at the leading edge of government

Convening leaders to debate on the government of the future

Considering what these new approaches mean for the public sector and how they can be leveraged

02 Turning The 'New' Into The 'Normal

Setting up standards and principles to inspire and guide action

Investigating cutting-edge frameworks and methods to unleash creativity and innovation of public servants

Building capacity of civil servants and public sector systems to use innovative approaches

03 Providing Trusted Advice

Partnering with countries to understand and strengthen innovative capacity for better outcomes

Country Study

An in-depth examination of the innovative capacity of a government including an action plan to orient short and long term efforts.

Scan

A light-touch exploration of the drivers, enablers and barriers that influence the innovative capacity of governments.

Domain or system-specific Study

An in-depth study **zooming on a specific policy domains, public administration issues** or parts of the public sector system

OECD Public Governance Reviews

The Innovation System of the Public Service of Brazil

AN EXPLORATION OF ITS PAST, PRESENT AND FUTURE JOURNEY

Public Sector Innovation Scan of Denmark

OPSI

Towards a strategic foresight system in Ireland

OECD POLICY BRIEF – 14 May 2021

8 Thematic Work Areas

Anticipatory Innovation

Cross-Border Government Innovation

Innovation Trends

Digital Innovation

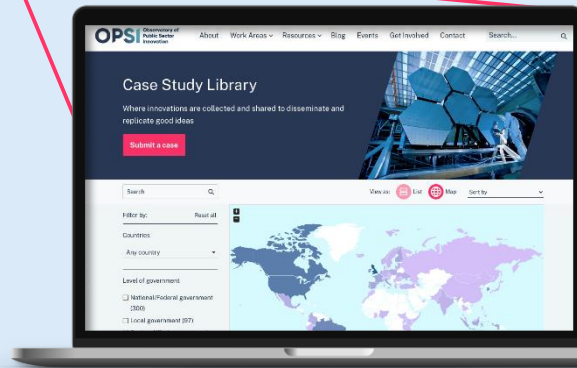Mission-Oriented Innovation

Behavioural Insights

Innovation Management
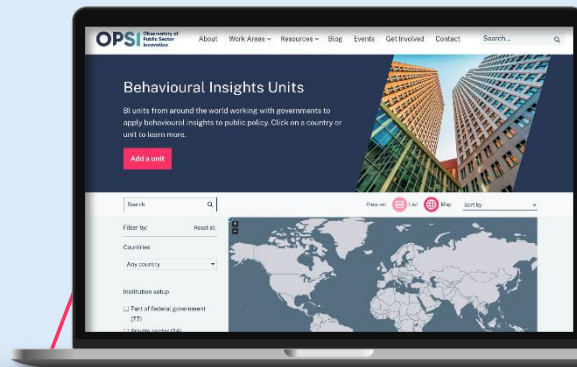
Innovation Capacity

OPSI as a Platform

Case Study Platform

A collection of hundreds of public sector innovation case studies from all around the world and all levels of government.
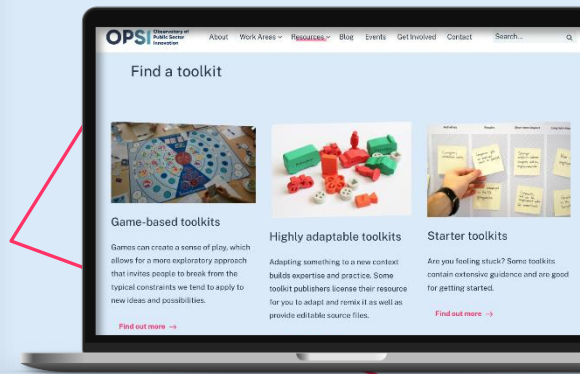
Public Engagement Platform

An easy-to-use resource to gather stakeholder's feedback and hold discussions on key topics
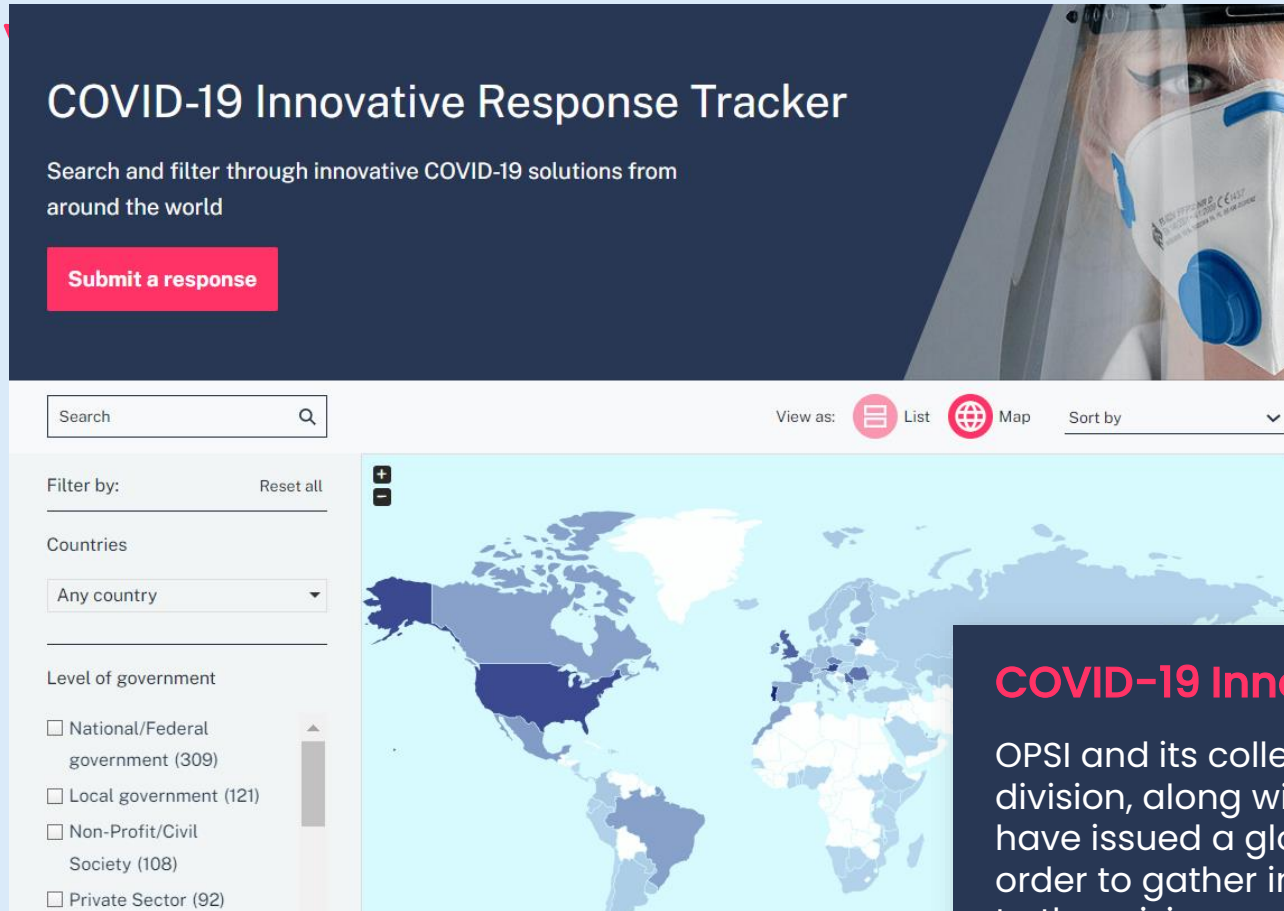
BI Knowledge Hub

An interactive world map featuring BI units as well as ongoing, completed and pre-registered projects from around the world.

Toolkit Navigator

A curated compendium of freely available toolkits for public sector innovation and transformation

COVID-19 Innovative Response Tracker

COVID-19 Innovative Response Tracker

Search and filter through innovative COVID-19 solutions from around the world

Submit a response

Search

Filter by: Reset all

Countries

Any country

Level of government

☐ National/Federal government (309)
☐ Local government (121)
☐ Non-Profit/Civil Society (108)
☐ Private Sector (92)

View as: ⬛ List   🌐 Map   Sort by

\+
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## COVID-19 Innovative Response Tracker

OPSI and its colleagues in the OECD Open and Innovative Government (OIG) division, along with our partners GovInsider and the Centre for Public Impact, have issued a global Call for Innovative Government Responses to COVID-19, in order to gather innovative solutions being piloted by organisations responding to the crisis.

Innovators from 60 countries have submitted over 400 innovative responses to this ongoing call, which are available on OPSI's COVID-19 Innovative Response Tracker (https://oecd-opsi.org/covid-response/)

Zoom in: innovation in the face of crisis

Through their analysis and research, OPSI and the Mohammed Bin Rashid Centre for Government Innovation (MBRCGI) have prepared a trends report that zooms in on five key themes that are driving these public sector innovation efforts during the crisis:

1. **Rapid acceleration of digital innovation and transformation**

2. **Seeking bottom-up solutions and insights**

3. **Social solidarity and caring**

4. **Reducing the spread through virus tracking and adaptive action**

5. **Forging a path to recovery**
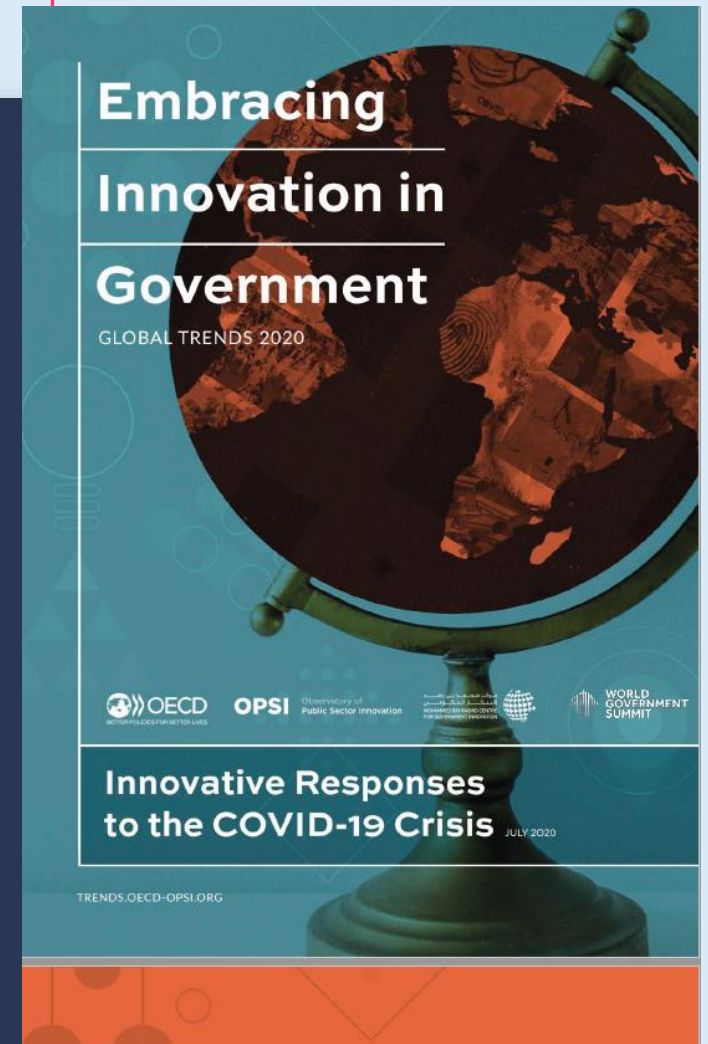
Zoom in: innovation in the face of crisis

1

US Digital Response (USA)

A non-partisan, volunteer-driven effort to match experienced volunteer technologists from across the country to governments responding to COVID-19. USDR now has over 5 500 volunteers.

Compressing many years' worth of technological advancements into a few weeks and months.

2

Hack the Crisis (Estonia)

48-hour hackathon aimed at building solutions to respond to COVID-19. Hack the Crisis has been replicated in many other countries and has spawned a worldwide movement, the Global Hack.

Building conduits for new ideas, solutions and insights to come from citizens, residents and businesses.

3

NHS Volunteer Responders (UK)

The programme enables NHS health professionals to refer people out of the 1.5 million most at-risk individuals. Volunteers who sign up through the online portal and pass background and medical checks, are then matched with at-risk individuals to help with their needs.

The self-activation and mobilisation of millions of individuals who want to help their communities.

4

Spoton (Singapore)

A crowd thermal-sensing solution enhanced with artificial intelligence to facilitate quick, effective, crowd temperature screening with low-cost hardware components.

Taking actions that are critical to virus tracking and contact tracing in order to limit the spread of the virus.

5

#RecoverBetterTogether (United Nations)

This Fund is meant to help countries cope with and recover from the social and economic impacts of the pandemic. The investments are diverse but align with common principles: concrete and immediate action, a focus on Leaving No One Behind, and a commitment to inclusion.

Devising exit strategies and ways to get economies back on track while also re-envisioning what the new normal should be.

FRANCOISE WAINTROP
PUBLIC SECTOR
INNOVATION
EXPERT
France

Innovating in the face of the crisis

OECD June 24th

Françoise Waintrop

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Society is changing at a remarkable pace

The Future is VUCA

- Volatility : Dynamic changes
- Uncertainty : lack of predicitibility
- Complexity : confounding of issues
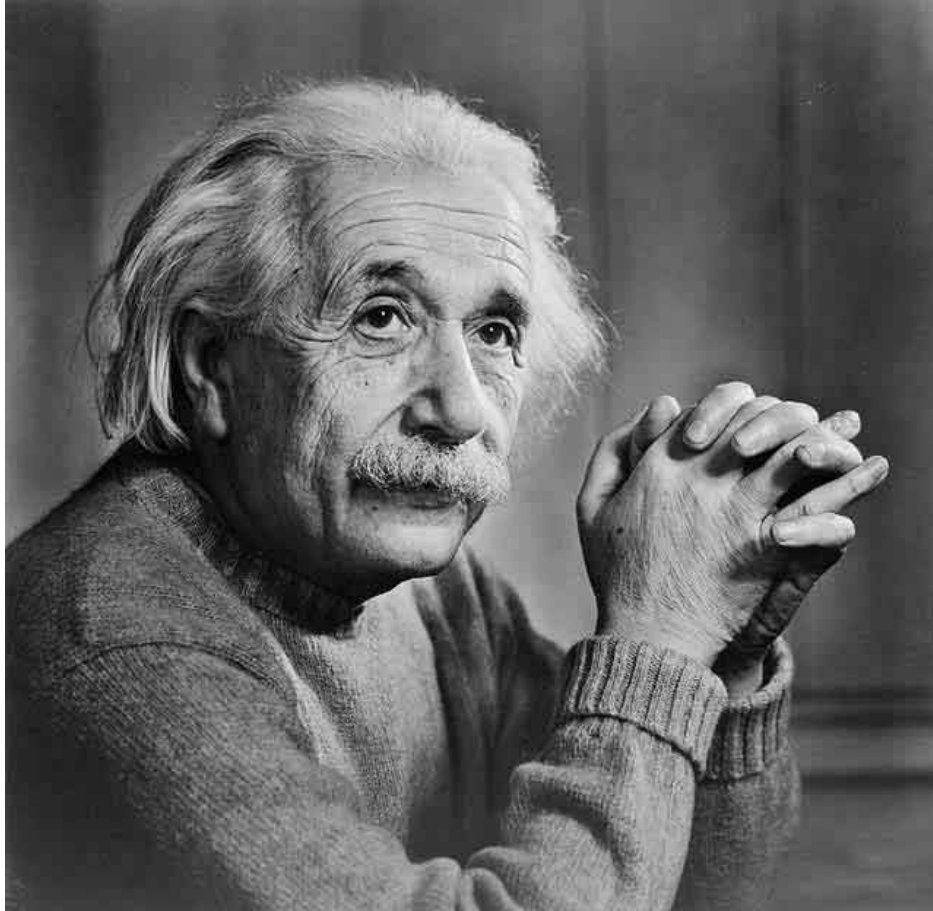- Ambiguity : haziness of reality

Pandemics, inflation, climate

Conventional way of making public policies is no more working :
- bureaucratic barriers between administration
- No voices for citizen and employees
- No flexibility

We need a culture that enables to find solution

Innovation

Why innovation?

The definition of

madness is to repeat

the same action

hoping different

results

Albert Einstein

What is public innovation?

Not only digitalisation even if necessary during the pandemics (teleworking)

- **But a new culture :**
- that aggregates new methodologies (design, behavioural sciences, digitalisation)

- New structures such as "labs" to assure flexibility , and the testing of new ideas

- New management based on creativity, engagement experimentation, assessment and results
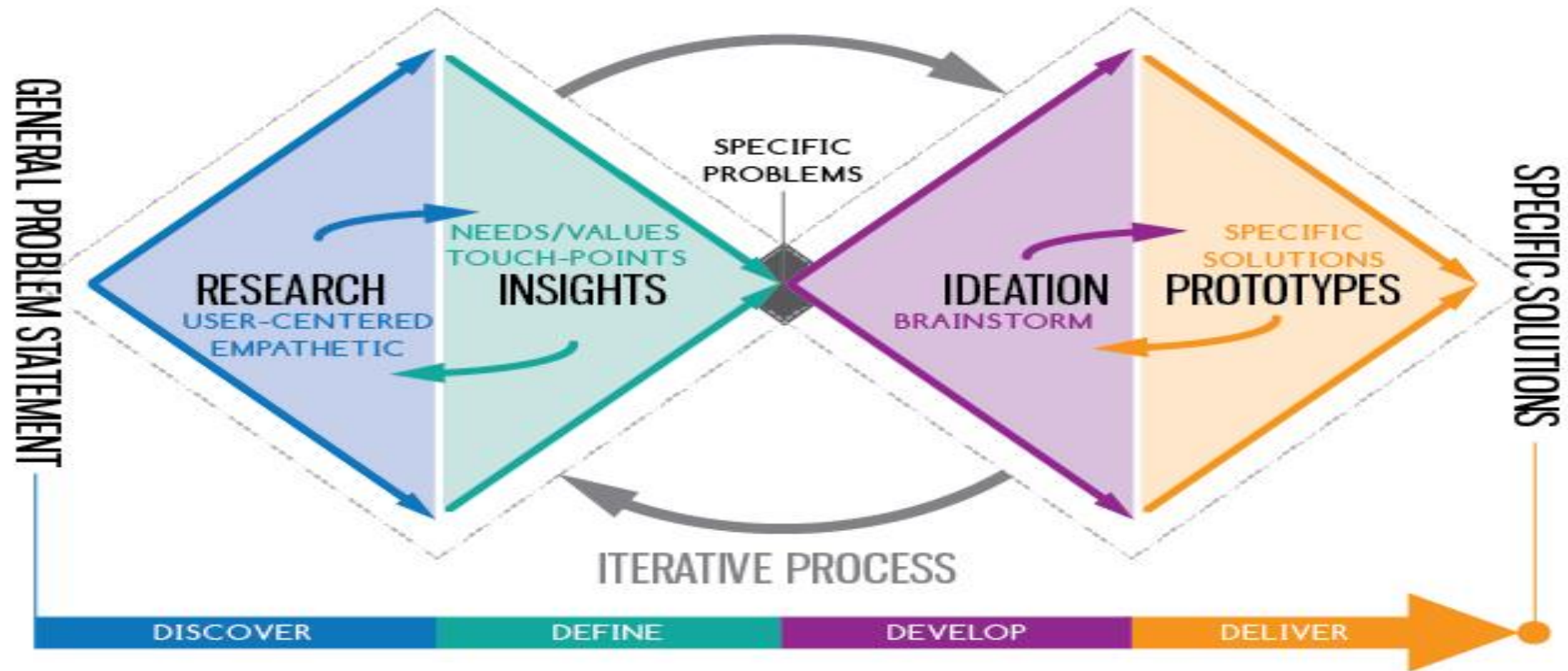
To enable resolving policies problems

A new approach of public policies
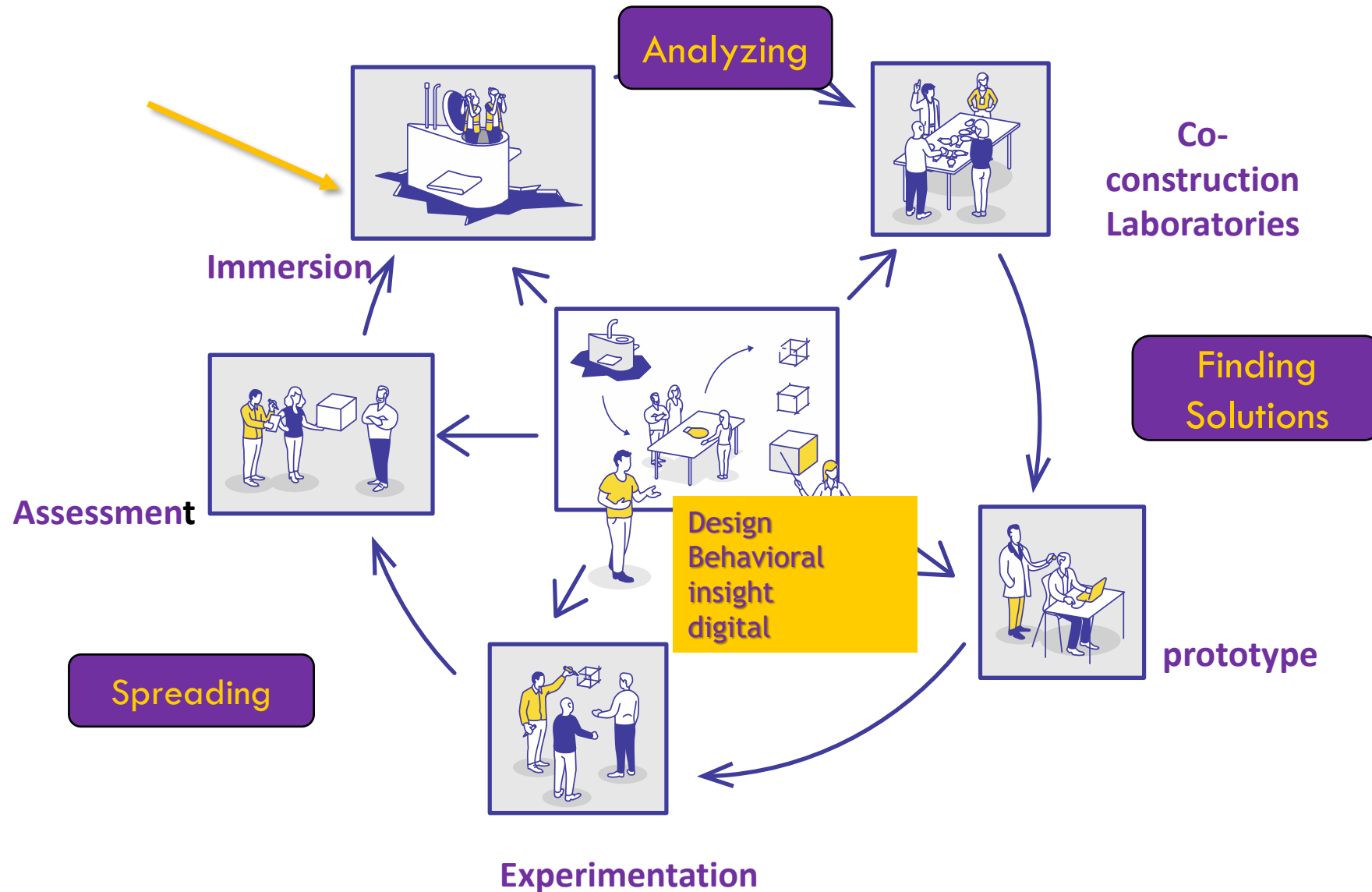
Public policie's laboratories

- **First laboratory in 2002 : Mind lab in Denmark**

- **Spread all-over the world**

- **Bubbles of freedom inside the administration**

- **Allow to work with different populations (citizens, experts, empoyees) and using creative methodologies**

- **How to set up a « lab » , to finance it? Who to hire?**

- **How to include this new culture in the administration**

Laboratories : the need of experimentation

- In the administrative culture a problem has a clear solution. Implemented….but often not tested
- Innovate means **prototype** a solution.
- Try, iterate, without a great expense of money. If it's not working it's not important, try again.
- Culture of flexibility and result assessment
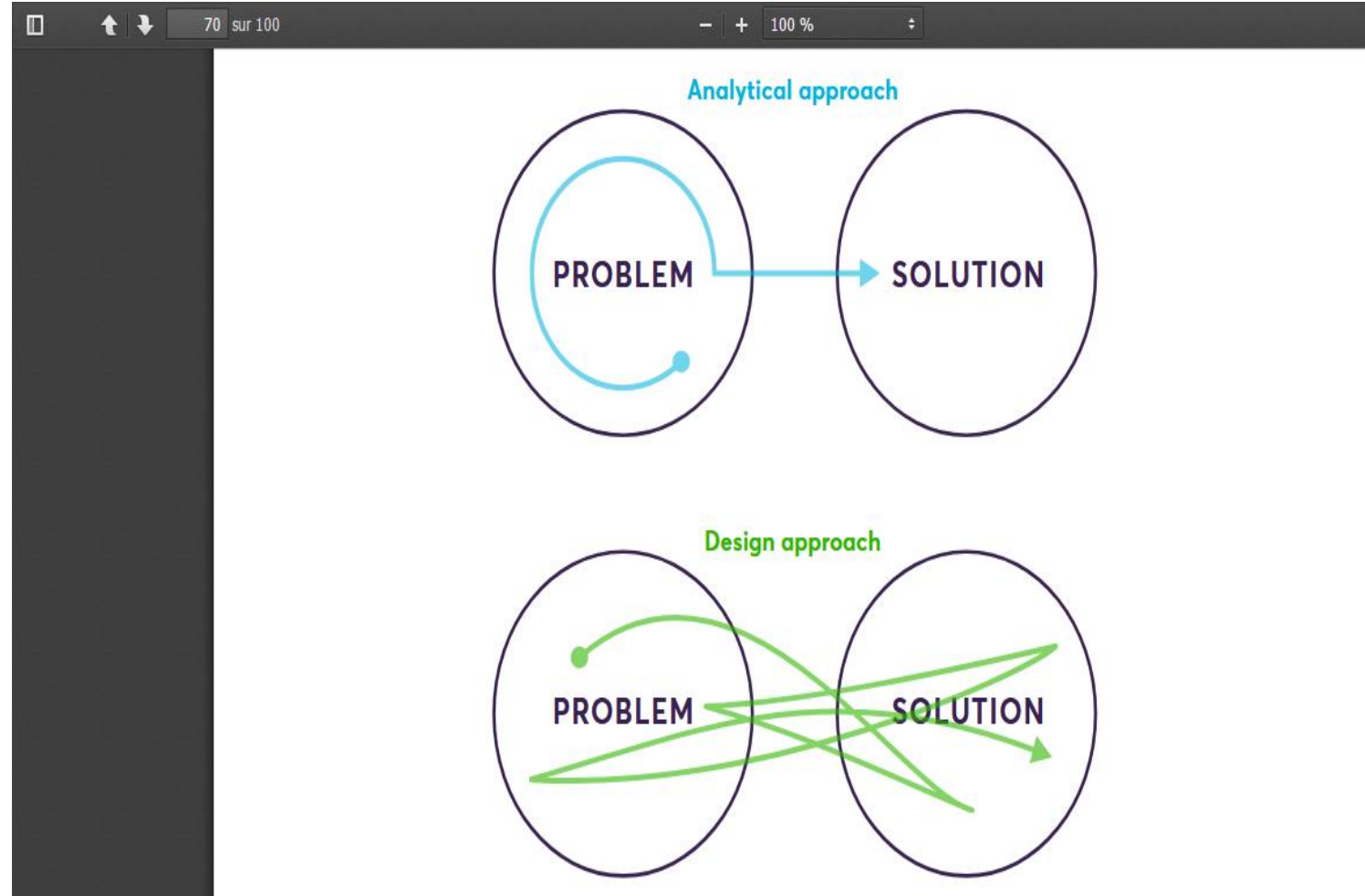
Collective intelligence at Bercy Lab

Ateliers collaboratifs accompagnés par la Mission Innovation

Working in a creative way in « project teams » (administrative science, design, nudge, digital)

"A desk is a dangerous place which to view the world"
John Le Carré (tweet from "States of change")
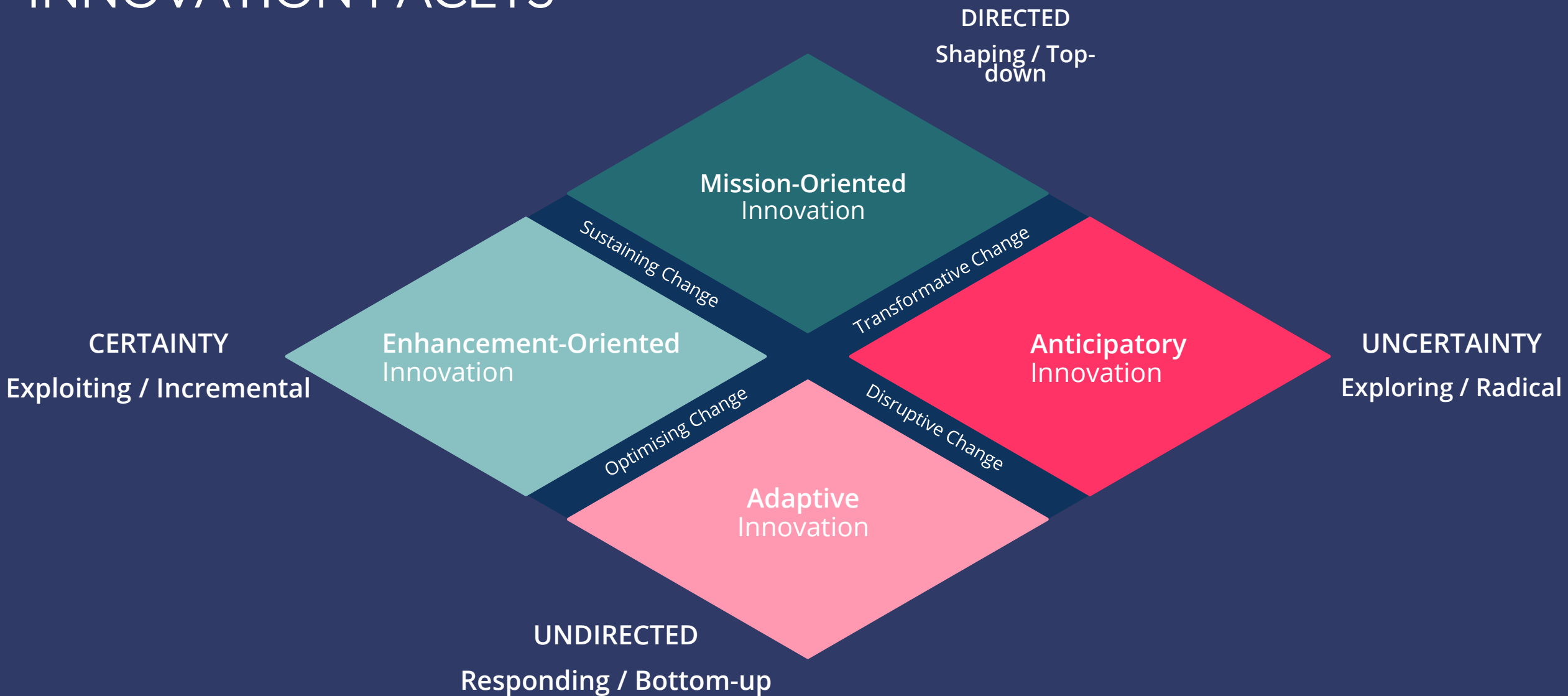

Thank You

Françoise Waintrop
June 24th

Facilitated discussion and collaborative activities

Break-out groups

Public sector innovation as a solution

.... novel or new to the context

.... that must be implemented and

.... should have impact and/or shift public value.

INNOVATION FACETS

DIRECTED
Shaping / Top-down

Mission-Oriented
Innovation

Sustaining Change

Transformative Change

CERTAINTY

Exploiting / Incremental

Enhancement-Oriented
Innovation

Anticipatory
Innovation

UNCERTAINTY

Exploring / Radical

Optimising Change

Disruptive Change

Adaptive
Innovation

UNDIRECTED

Responding / Bottom-up

ENHANCEMENT-ORIENTED INNOVATION

WHAT?
Enhancement-oriented innovation upgrades practices, achieves efficiencies and better results, and builds on existing structures (e.g., through digitalising services and better process management).

HOW?
An example of this type of innovation is the use of behavioural insights to improve the compliance rate with one-time payments.

Digitising family benefits in Estonia

The Government of Estonia developed an IT system that aggregates information from various national registries and databases. It continuously and proactively offers social benefits to entitled families and individuals after key life events. The system ensures that all families are automatically and seamlessly offered benefits if eligible –without having to apply for them.

Before the platform was developed, it took an average of two hours for a government official to process an application. Now, eligible users simply log into the platform and receive the benefits immediately. The platform was extremely successful and is now replicated in other areas of social security in the country.

ADAPTIVE INNOVATION

WHAT?
Adaptive innovation tests and tries new approaches in order to respond to a changing operating environment (e.g., co-designing new community responses to emerging challenges).

HOW?
Governments adopting social media as a
channel for citizen interaction is an instance of adaptive innovation.

User-centricity in the Portuguese government – Lab X

LabX, the Laboratory for Experimentation in Public Administration, is a team at the Administrative Modernisation Agency in the Portuguese government. One of the proposals that came out of co-creation was the development of a single point of access that could facilitate the onboarding of young people and access to digital public services, with more appropriate language and the development of mechanisms to support performance.

MISSION-ORIENTED INNOVATION

WHAT?

Mission-oriented innovation establishes a clear outcome and an overarching objective for achieving a specific mission (e.g., setting clear goals and roadmaps towards carbon neutrality).

HOW?

As an example, setting an objective to dramatically reduce greenhouse emissions within a decade is a mission-oriented

Participatory mission-setting in Barcelona

The Barcelona Metropolitan Strategic Plan (PEMB) is a multi-year plan for the city of Barcelona and the surrounding areas. In 2020-21, the PEMB identified 68 challenges facing the region. These will be transformed into 10 to 12 missions. Each mission will address four values: increasing resilience, prosperity, cohesion and creating a smart metropolis. As an example, one of the missions addresses local food security and will aim to derive at least one-third of food consumption from local products.

ANTICIPATORY INNOVATION

WHAT?
Anticipatory innovation explores and engages with emergent issues that might shape future priorities and future commitments (e.g., conducting experiments to explore the future of work).

HOW?
An example of anticipatory innovation is the use of a sandbox to explore the impact of Artificial Intelligence on service delivery in health.

The Netherlands Armed Forces Futures: Scenarios in action

The Dutch Ministry of Defence has a long tradition of foresight activities. The report "Defensievisie 2035" outlines principles for action to prepare the armed forces for possible futures. As part of this process, the Ministry created scenarios with a time horizon of 2025. These scenarios are intentionally fictional but with a strong plausibility and impact potential. From these exploratory, contextual scenarios, some potential future situations were derived, and analysed for the capacities and preparedness they would demand of the Dutch armed forces.

Portfolios of innovation during the crisis
Exercise 1

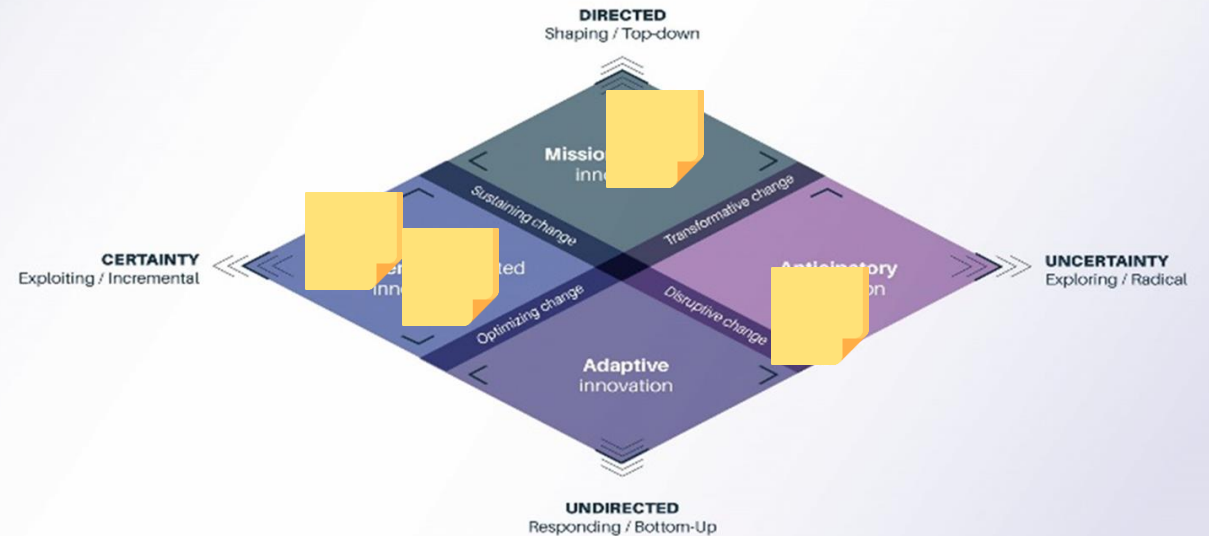**What innovations have you adopted during the crisis?**

Please write down in a stickie note (1 proposal = 1 post-it) examples of innovations that you have adopted during the crisis and distribute them in the template in accordance with the facet those innovations are related to.

10 minutes

Portfolios of innovation during the crisis
Exercise 1

How do you think your organization has performed during the crisis in terms of adopting innovations?
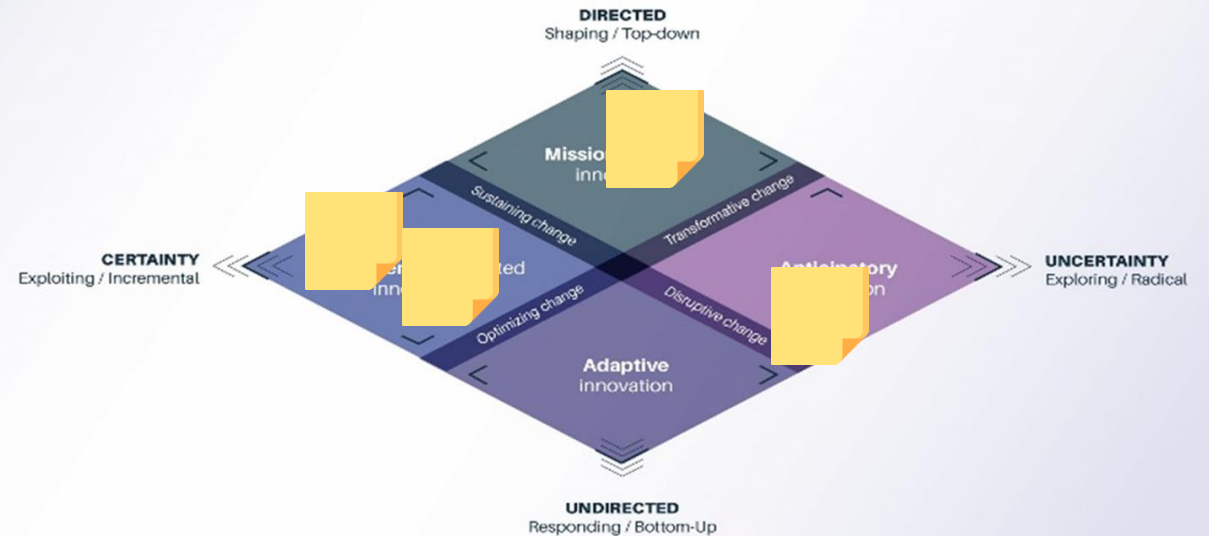
Reflect on the picture obtained on your group's portfolio of innovation. Take into consideration all the Innovation Facets.

5 minutes

OECD Declaration on Public Sector Innovation

The case for innovation in the public sector is challenging. Innovation means different things in different administrative context, its require high level political support and often competes for funding with other reform agendas.

The OECD Declaration on Public Sector Innovation supports countries to create a common language on why innovation matters; informs a more strategic use of innovation; and legitimises country action and investment in innovation capabilities.

The Declaration is a legal instrument that provides five high-level principles and associated actions for countries to support, improve and expand the use of innovation in the public sector. Since its adoption on 22 May 2019, 43 countries have adhered to the Declaration.

Declaration on Public Sector Innovation

OECD Legal Instruments

OECD
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OECD Declaration on Public Sector Innovation

PRINCIPLES OF INNOVATION

1 EMBRACE AND ENHANCE INNOVATION WITHIN THE PUBLIC SECTOR

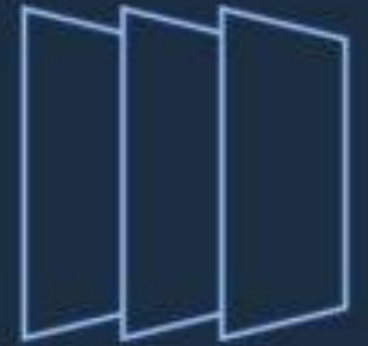2 ENCOURAGE AND EQUIP ALL PUBLIC SERVANTS TO INNOVATE

3 CULTIVATE NEW PARTNERSHIPS AND INVOLVE DIFFERENT VOICES

4 SUPPORT EXPLORATION, ITERATION AND TESTING

5 DIFFUSE LESSONS AND SHARE PRACTICES

Innovation challenges in post-pandemic times
Exercise 2

What are the biggest innovation challenges your organisation is dealing with now?

Please identify the most important innovation challenges your are dealing now in the post-pandemic period using the voting dots. You can cast one vote to highlight each challenge (small black circles).

🕑 10 minutes

Innovation challenges in post-pandemic times
Exercise 2

Which is the priority innovation principle to deal with?

Sum-up the votes under each innovation principle (hexagons) and identify the area with more votes. That area deserves priority attention in order to deal with your biggest innovation challenges.
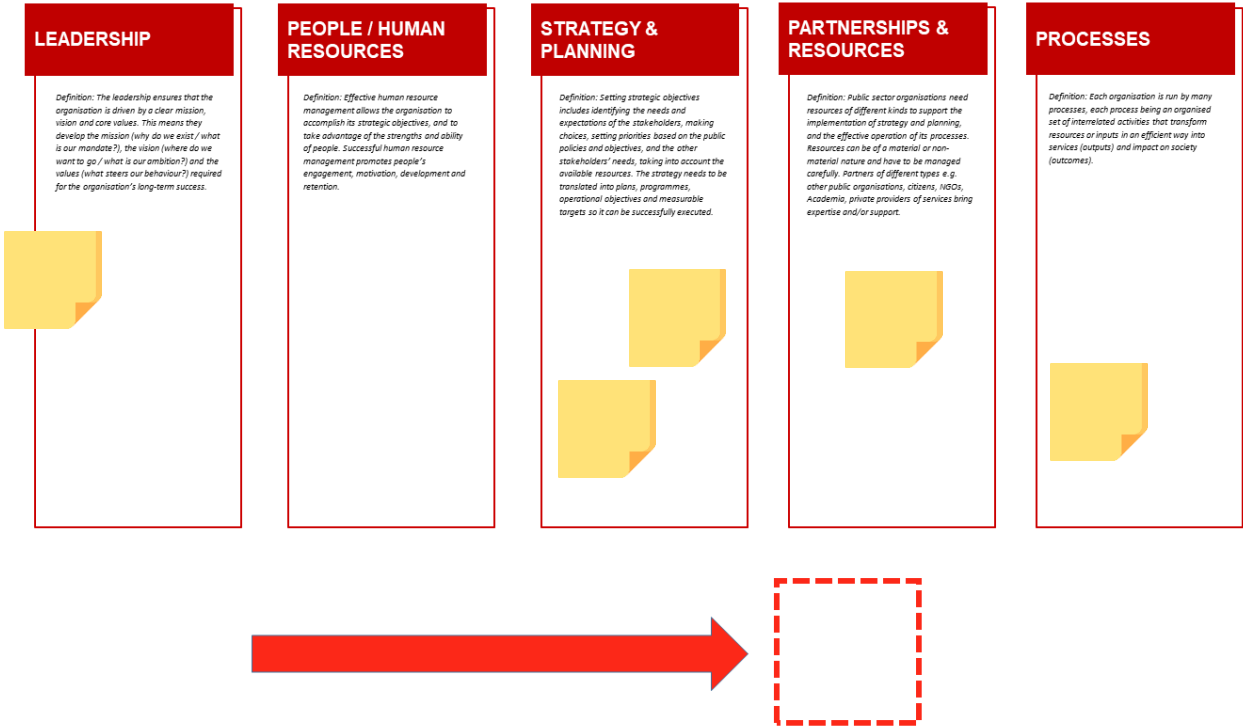
5 minutes

Needs and gaps in the public sector
Exercise 3

Which are needs and gaps that you have?

Taking in consideration your biggest innovation challenges, please write-down your organisations needs and gaps (1 per post-it) to adopt the innovation principle identified in the previous exercise.

15 minutes

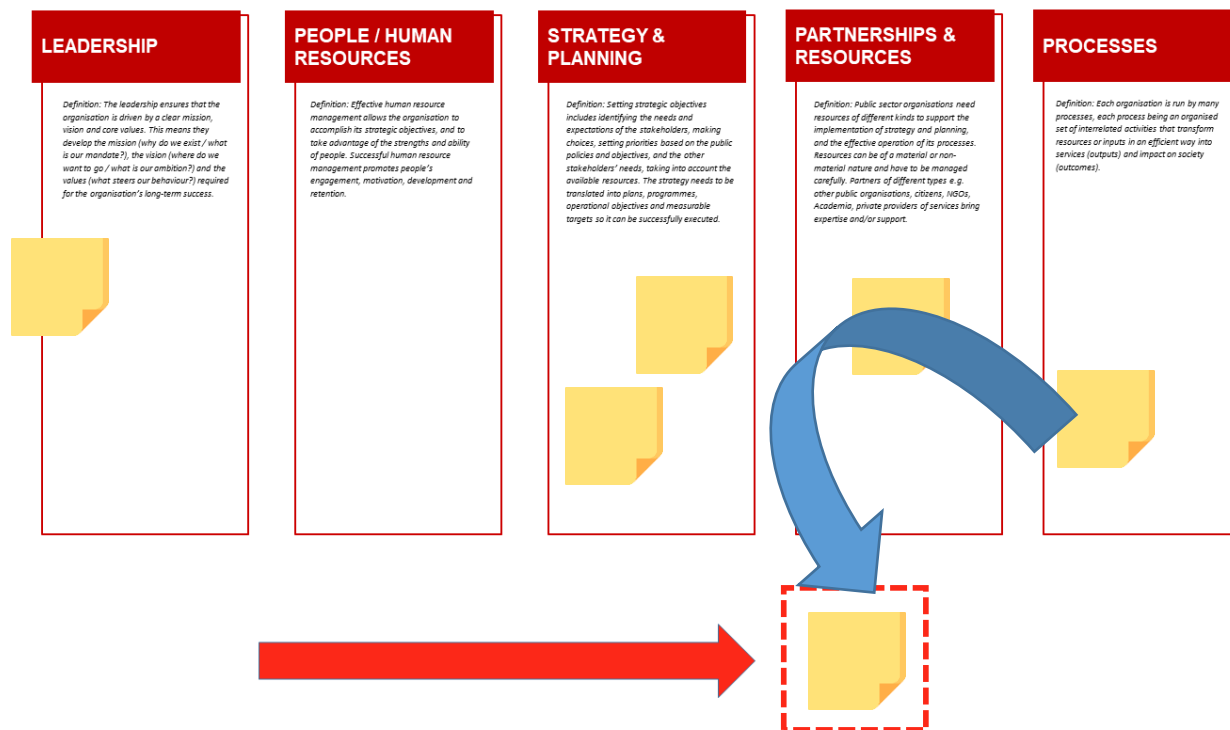# Needs and gaps in the public sector
Exercise 3

What is the critical need or gap you want to tackle?

Your group has now to decide the most critical need in your country. Move the selected post-it to the square.

10 minutes

Idea generator
Exercise 4

What solutions do you think can help your country?

Please write down 3 potential ideas (1 idea = 1 post-it) for innovative solutions regarding the top need or gap that you have selected in the previous exercise – and place the post-its along the scale from Routine to Disruptive.

15 minutes

Idea generator

ROUTINE ⟷ DISRUPTIVE

OECD OPSI
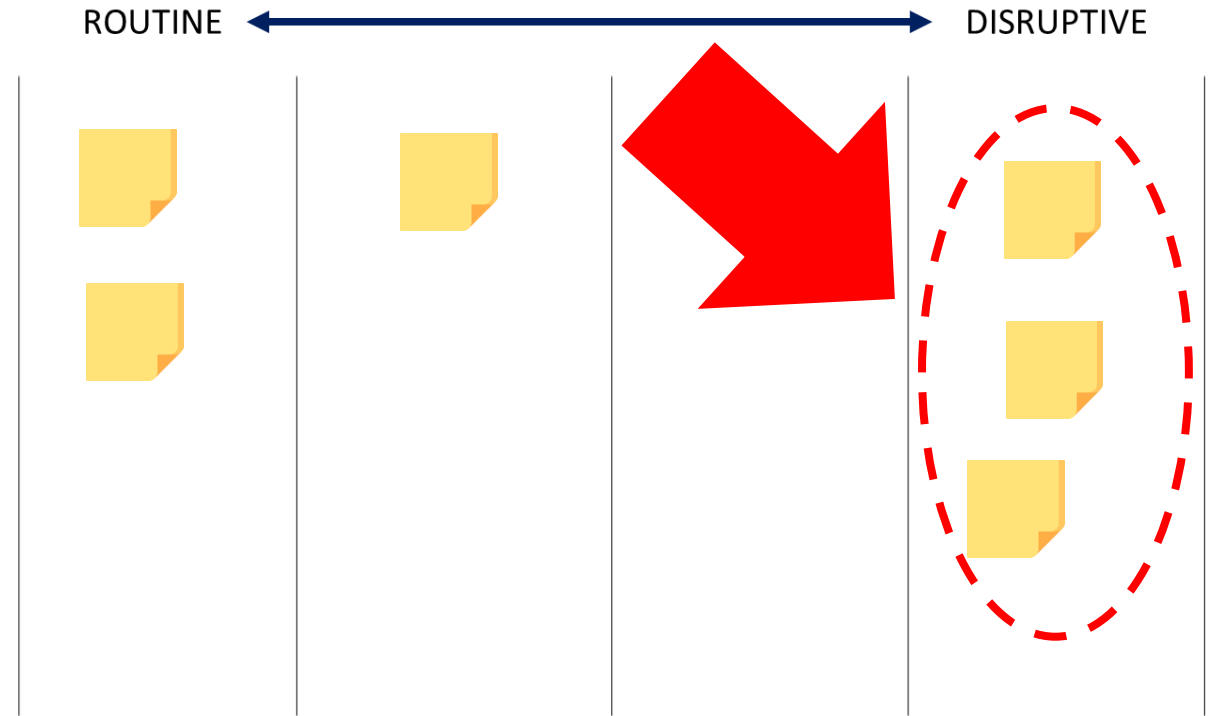
TEMPLATE 4

Idea generator
Exercise 4

What are the most disruptive solutions your group suggested?

Follow the facilitator's instructions – and fold the last column to highlight the most disruptive ideas.

5 minutes

Report back

Plenary

Pitch
Break-out groups

Present the results of your group's collaborative activity in 1 minute pitch:

I.   What is **the most important challenge and/or need** that you have identified in your group?

II.   What are the **most disruptive ideas** that you have suggested as potential solutions?

Who wants to start?

Thank you!

Do you want to know more about OPSI?

oecd-opsi.org