

Building Capacity for Public Sector Innovation : Insights from OECD countries

Marco Daglio

Project Manager, Observatory of Public Sector Innovation
OECD

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Why public sector innovation?

- **Public Sector Innovation means better solutions:**
effective, efficient, inclusive, sustainable
- **PSI is needed today more than ever:**
slow growth, fragile public finances, high unemployment, low trust
- **The stakes are high:**
loss of legitimacy and trust
- **Innovation exists in pockets but is inconsistent across government**

Featured innovation

1 2 3



Mexico, Financial Inclusion Project

Mexico's Financial Inclusion Project partners with local gas stations, telecommunications offices and community-owned stores to provide banking and social welfare payments in remote rural areas with no existing banking infrastructure.

The **Observatory of Public Sector Innovation** brings together actors from across the public sector and beyond, to share their ideas and experiences of how the public sector is innovating to support better outcomes for citizens.

[» more about OPSI](#)

Innovations

search by country,
sector, results...



Library

research on innovation



Submit

an innovation



Collaborate

with others



Innovations in the OPSI

Australia: SEDIF

Investment fund for social enterprises

Program Funding

UK: The Work Program

payment-by-results scheme for employment services

UK: Social impact bonds in the justice sector

Finland

Participatory design technique and prototyping in hospitals

Mexico

Enhancing budget transparency

Open government

Canada

Open Policy Development

Australia: Speechbubble

Online engagement platform to design services with users

Iceland

Policing and social media

Netherlands: P-direct

Shared service centre for HR

Human Resource

Canada:

ICT-based training tools for overseas immigration officers

Belgium

Rationalising office space in federal government

Italy

Mobile service counters for social security services

Korea

Single system to manage service complaints

Denmark: Borger.dk

Personalised one stop shop

Service delivery

How can governments sustain innovation?

By taking a proactive and systemic approach to building innovative capacity across the public sector, focusing on:

- the **people** involved
- the **information** they are using
- the ways in which they are **working together**
- the **rules and processes** which govern their work

Incentivizing staff and building a culture of innovation

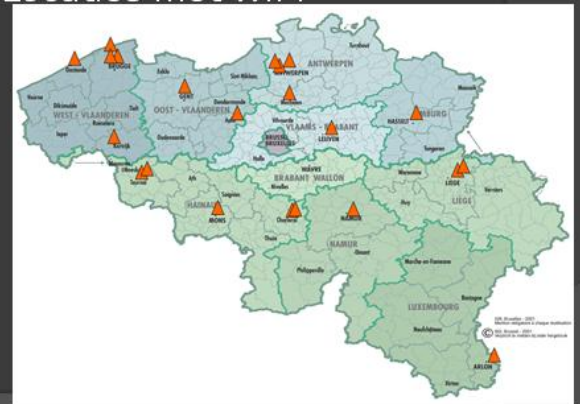




.be

35000 civil servants
400 office buildings

Locaties met WIFI



Setting up effective institutional arrangements to support innovation

- Institutional arrangements, such as agency mandate and level of autonomy, can impact innovation capacity.
- Collaboration and coordination frameworks might be needed to manage interactions.



**MIND
LAB**



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 of gathering data (e.g. Challenge.gov)
- Integrate new data into existing processes and learning from it to adapt to changing environments.
- Bridge internal (performance) and external (user) information needs (e.g. Student Update Facebook & Twitter accounts)

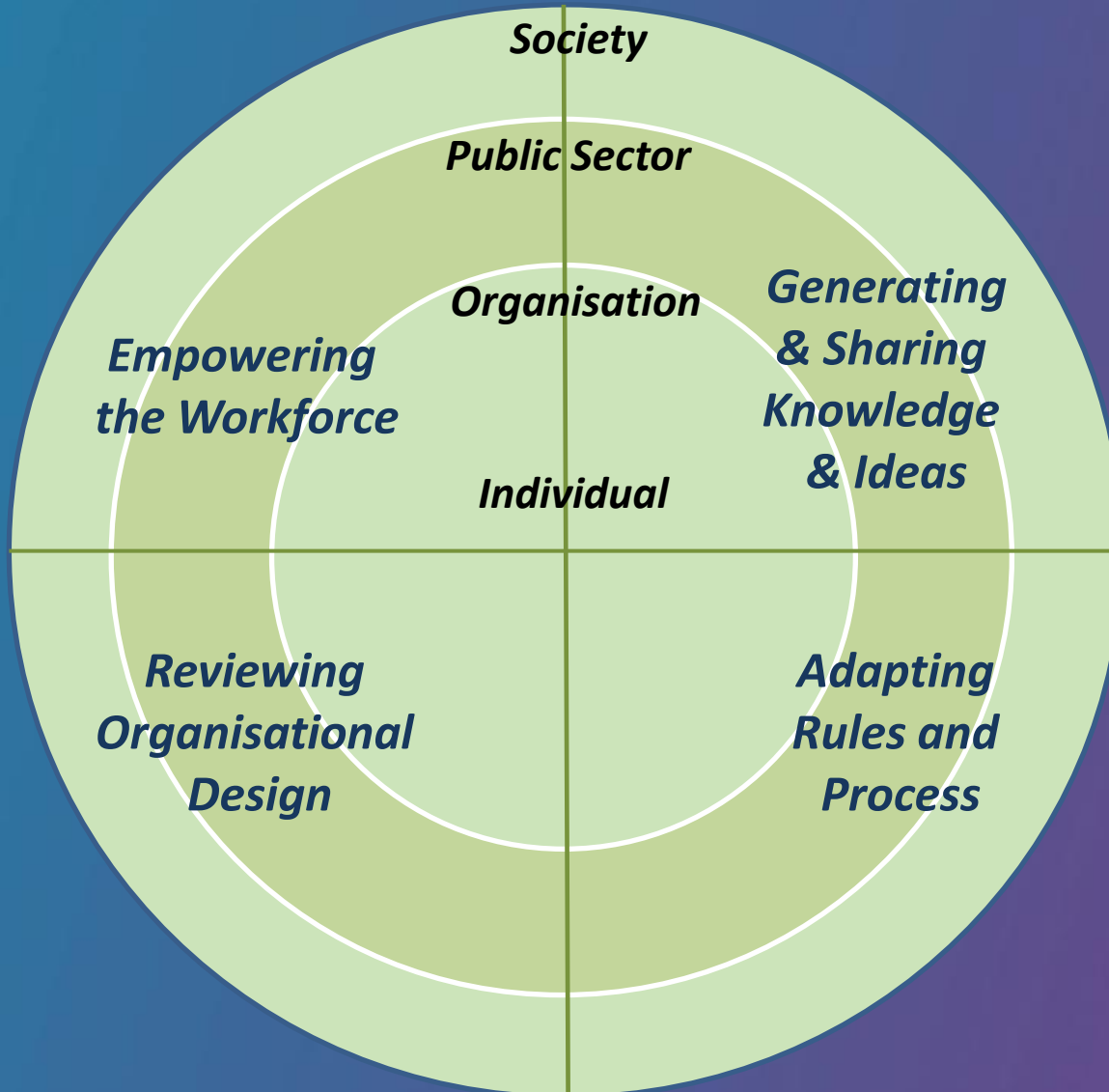
Processes and rules should help, not hinder

- Rules and processes may have unintended effect that limit organisations' capacity to innovate
 - *Altering regulations can change incentives & ability to innovate.*
 - *Misunderstanding of rules may lead to unnecessary risk aversion; 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)*

(Re)designing an hospital



OECD Public Sector Innovation Framework



Thank you

marco.daglio@oecd.org

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

New Way of Working



Efficiency

- 30% reduction in office space saves federal government 6 million Euros each year. Since 2009 we gave up more office space and are therefore saving even more than 6 million Euros a year.
- A 55% reduction in the use of paper for printing.
- An 88% reduction in the number of printers: from 450 to 50.
- A 60% reduction in office furniture expenditure.
- A 22% reduction of paper-based archives and documents.

Service quality

Responsiveness:

People with a disability can consult online their own case file. The entire process from the demand until our decision is digitalised.

Other:

The FPS was pronounced to be the best payer of the Belgian federal administration.

Other improvements

- Improved employee satisfaction:
 - Young graduates opt more for our organisation within the federal administration: from

An innovation provided by

Isabelle Tegenbos

Isabelle.tegenbos@minsoc.fed.be
+32 496 46 06 89

Barbara de Clippel

Barbara.declippel@minsoc.fed.be
+32 497 40 96 52

Organisation: Federal Public Service (FPS) Social Security

Country: Belgium

Level of government: Central government

Sector: Social protection

Type: Organisation innovation

Launched in: 2008

Overall development time: 3 years