



1st Meeting of the Associate Group of the OECD Observatory of Public Sector Innovation

Paris, 18 March 2013

The OECD is currently developing an **Observatory of Public Sector Innovation** (OPSI) which aims to become a platform for producing, sharing and disseminating knowledge on public sector innovation. In particular, the Observatory will systematically collect, categorise, analyse and share innovative practices from across the public sector, via an online interactive database.

The **Associate Group** is the main vehicle through which the OPSI will connect with entities outside the public sector to tap into relevant knowledge on public sector innovation. It is expected to bring together individual experts and representatives from a variety of organisations including academia, international organisations, non-governmental organisations and the private sector with relevant experience on public sector innovation to share knowledge and contribute to the work of the OECD Observatory of Public Sector Innovation.

Objective of the meeting

The key objectives of this meeting are:

- To explore interest in forming a network of non-government partners with relevant knowledge and expertise on public sector innovation to contribute to the OPSI activities;
- To identify concrete areas of collaboration between the OPSI and members of the Associate Group, including supporting OPSI research; developing case studies of innovation; and organising seminars and events to disseminate good practices; and
- To gather and disseminate information to ensure research cross-fertilisation and strengthen knowledge on public sector innovation.

Logistics

Please note the event will take place in the following meeting rooms

Welcome and introduction	CC2	Session 3	CC2
Session 1	CC2	Session 4 – introduction	CC2
Session 2 – introduction	CC2	Session 4 – break-out session 1	CC16
Session 2 – break out session 1	CC16	Session 4 – break-out session 2	CC24
Session 2 – break out session 2	CC24	Session 5	CC2

Registration will be at 8.30 on Monday 18 March. Participants are requested to indicate in advance to the meeting in which break-out session they wish to participate. Seats will be available on a first-come first-served basis. Coffee will be served during breaks. A buffet-lunch will be hosted at 13.00 in Room Marshall (OECD Chateau). An informal cocktail will be hosted from 18.00 to 19.00 on Monday evening in the same place.

OECD contacts:

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Provisional Draft Agenda

8.30 Registration and welcome coffee

**9:15 – 9.30
(CC 2)** **Welcome and introduction of the agenda**

Introductory remarks by **Rolf Alter**, Director of the Public Governance and Territorial Development Directorate, OECD

**9.30 – 11.00
(CC 2)** **Session 1: Expanding the knowledge-base on public sector innovation: challenges, opportunities and partnerships**

While there is a considerable body of knowledge and practice on private sector innovation, relatively little is known about how and to what extent the public sector innovates. This session will discuss the opportunities (and constraints) for governments to advance a research agenda on innovation, in partnership with academia and private sector. Discussion will focus on how to move forward the knowledge frontier on public sector innovation, and aligning public sector needs with analytical capacities and the knowledge agendas of academia and the private sector.

Moderator: **Mario Marcel**, Deputy Director, Public Governance and Territorial Development Directorate, OECD

Interventions:

- **Françoise Waitrop**, Co-chair OPSI Task Force, Secrétariat Général de la Modernisation de l'Action Publique, France
- **Maria Manuel Leitão Marques**, Full Professor, School of Economics, University of Coimbra, and former Secretary of State for the Modernisation of the State, Portugal
- **Patrick Dunleavy**, Professor of Political Science and Public Policy, London School of Economics, United Kingdom

Questions for discussion:

- What are the existing gaps in the body of knowledge on public sector innovation? What directions should policy-oriented research take to expand the knowledge frontier in this area?
- What partnerships are needed between public and private sectors to create a better evidence-base on the practice and impact of innovation in the public sector?

11.00 – 11.30 **Coffee break**

**11.30 – 13.00
(CC 2)** **Session 2: Developing an agenda for the analysis of public sector innovation**

This session will present the OECD research agenda on public sector innovation and look at how actors outside government can contribute to it. The session will open with a plenary presentation of the initial results of OECD research and future plans, followed by a response and discussion. The objective is to identify opportunities for cross-fertilisation of research and/or joint research work with interested partners from within and outside



the public sectors.

11.30 – 12.00
(CC 2)

Presentation of OECD work on public sector innovation

- **Edwin Lau**, Head of Division, Public Sector Reform, OECD

Respondent:

- **Victor Bekkers**, Dean of the Erasmus Graduate School for the Humanities, Social and Behavioral Sciences at Erasmus University Rotterdam, Netherlands

12.00 – 13.00

BREAK OUT GROUPS

Following the plenary opening, the session will be divided into two parallel breakout groups focusing on two key research areas for the OECD for the next biennium:

- 1) evaluating public sector innovations
- 2) promoting public sector innovation.

Each breakout session will discuss the rationale for research in this area, will identify possible approaches to develop research and analysis, and will seek to spot sources of expertise among participants who can contribute to the development of OECD research in these areas.

(CC 16)

Breakout session 1: Evaluating innovations

Discussion will focus on the approaches to develop research on cost-benefit analysis of innovation and the identification of sources of expertise within and outside of government.

- Moderator: **Stéphane Jacobzone**, Deputy Head of Division, Public Sector Reform, OECD

Short interventions (5 minutes):

- **Greta Nasi**, Assistant Professor of Public Management, Bocconi University, Italy
- **Maxim Lesur**, Director, Business Development and Innovation, Microsoft
- **Philippe Pierre**, Partner, Luxembourg Public Sector and EU leader, PwC

Questions for discussion:

- What approaches/methods have been used to evaluate innovative projects in the public sector? At what stage(s) of the innovation process have evaluations been used?
- What can we learn from existing assessments that countries use?
- How to take into account both financial and non-financial assessments? How to account for direct and indirect benefits and social welfare effects?

- What is the value of developing a shared framework for assessing innovative projects? As innovations cover a wide range of different approaches, from quite minimal changes to the implementation of large scale operational projects such as ICT programmes or new social benefit programmes, is it possible to develop a single type of evaluation methodology for innovation?
- Which methodologies/ approaches from the private sector could be applied to the public sector?

(CC 24)

Breakout session 2: Promoting public sector innovation

Discussion will focus on the approaches to develop research on how to promote public sector innovation and identification of expertise within and outside of government.

- Moderator: **Marco Daglio**, Project Leader, Observatory of Public Sector Innovation, OECD

Short interventions (5 minutes):

- **Pétur Berg Matthíasson**, Head of Division, Ministry of Finance and Economic Affairs, Iceland
- **Beata Banachowicz**, Assistant Professor, Faculty of Management, University of Lodz, Poland
- **Carmina Sánchez**, Innovation consultant, LTCproject, Spain
- **Ju Hyun Nam**, Director, Governance Program, OECD Korea Policy Centre, Korea

Questions for discussion:

- How far is knowledge about promoting business innovation valid in the public sector context?
- What is the relative importance of the different contexts (organisation-specific; government-wide) for promoting innovation?
- Which of the factors presented above are the most significant for enabling innovation in the public sector? What other factors would you consider as important enablers of public sector innovation?
- Which factors can inhibit or work against the diffusion of innovation in the public sector?
- Where should governments focus their efforts to best ensure the promotion of innovation?
- Are you aware of examples that demonstrate good practices and results in the promotion of public sector innovation?

13.00 – 14.00
(Marshall Room)

Hosted lunch



14.00 – 15.15
(CC 2)

Session 3: Sharing and diffusing knowledge on public sector innovation across public and private sectors: the Observatory online platform

The online platform is core to the Observatory as it provides users with access to the OECD database of public sector innovations, alongside the possibility of sharing information, interacting and asking questions, and collaborating on the production of knowledge on public sector innovation. This session aims to present a prototype of the platform developed in consultation with the OPSI Task Force, to discuss its uses and explore the benefits of potential partnerships.

The French co-chair of the Task Force will introduce the platform prototype, explaining how it was conceived and designed. This will be followed by a short presentation illustrating the main functionalities of the prototype. Short interventions will kick off the discussion.

- **Presentation of the platform prototype: Françoise Waitrop**, Co-chair OPSI Task Force, Secrétariat Général de la Modernisation de l'Action Publique, France

Short interventions (5 minutes):

- **Gadi Ben-Yehuda**, Director, Innovation and Social Media, IBM Centre for the Business of Government (pre-recorded message)
- **Maxim Lesur**, Director, Business Development and Innovation, Microsoft
- **Karim Tadjeddine**, Partner / Public Sector, McKinsey & Company
- **Björn Niehaves**, Professor, Hertie School of Governance, Germany
- **Alain Crawford**, Director, Internet Business Solution Group, CISCO
- **Pierre Gousset**, Director Pre-Sale, France & North Africa, SAP

Questions for discussion:

- How can the platform be developed as a useful instrument to provide access to and develop knowledge on public sector innovation?
- How can the platform be used to engage a wider spectrum of partners beyond government in creating knowledge on public sector innovation?
- What could be the benefit of establishing partnerships in the design and development of the platform?

15.15 – 15.30

Coffee break

15.30 – 17.00
(CC 2)

Session 4: Developing an analytical framework for case studies

In addition to collecting and disseminating innovations, the Observatory aims to develop in-depth knowledge on how innovation happens, and the context that helps facilitate its development, implementation and replication. Through the development of full case studies of innovations,

the Observatory will deepen knowledge on innovation, its characteristics and its impact, and the practices and policies that governments can pursue to encourage and facilitate innovation.

This session provides the opportunity to involve a broad spectrum of experts within and outside government in designing a framework for case studies which can be applied to a wide variety of innovation cases.

15.30 – 16.00

Introduction by **Alexander Heichlinger**, Head of European Public Sector Awards, European Institute of Public Administration - "Lessons from the analysis of cases presented to European Public Sector Awards"

The session will be introduced by a presentation of the experience of the European Public Sector Awards and lessons learned on how to move from collection to in-depth analysis of cases. This will be followed by a general discussion.

16.00 – 17.00

Break out sessions

Following the plenary introduction, the session will be divided into two parallel workshops which will focus on brainstorming on how to design and develop a framework for case studies. Discussions will be prompted by the presentation of two concrete experiences of innovation.

(CC 16)

Breakout workshop 1

Moderator: **Barbara Ubaldi**, Project Leader, E-government, OECD

Case study presenter : **Francoise Waintrop**, Co-chair OPSI Task Force, Secrétariat Général de la Modernisation de l'Action Publique, France "*Action research on the lack of take-up of social benefits*"

This project aims to understand why some people entitled to social benefits do not use them, and to identify operational solutions to try to resolve this. It is built on the model of action-research and involves all the relevant actors. The analysis is not limited to a specific social benefit, but includes a wide range of benefits. The improvements identified by this project will not only pertain to vulnerable groups but also to all users of public services.

Comments (5 minutes):

- **Denita Cepiku**, Associate Professor, University of Rome Tor Vergata, Italy
- **Alex D. Haseley**, Chief of Staff / Consulting Senior Manager, Deloitte LLP
- **Maryam Luzarraga Monasterio**, Public Sector and Government Consulting Partner, PwC

Question for discussion:

- How would you frame a case study in order to account for the different objectives and expectations for scope of analysis that will vary according to users?
- What are the specific aspects of the innovation that would need to be investigated in a case study? What are the design features that you



would consider as the most important?

- How would you go identifying and discuss factors such as pre-conditions, the challenges (barriers) and the success factors of this innovation? How would you collect information on cost and benefits of innovations?
- Is sector specificity important when developing a case study? If so why, on what dimensions (e.g. type of data collection that is appropriate, different barriers and success factors to innovation, etc.); how should the case study framework be adapted to reflect this?

(CC 24)

Break-out workshop 2

Moderator: **Marco Daglio**, Project Leader, Observatory of Public Sector Innovation, OECD

Case study presenter: **Jesper Christiansen**, Research Lead, MindLab, Denmark – *“Achieving better outcomes for vulnerable families through co-design”*

This project illustrates how co-designing and co-producing public services with citizens can not only create better societal outcomes by applying a more practice-led and community-based approach, but also shows the potential of how to relieve the pressure on public budgets through a human-centred systemic approach.

Comments (5 minutes):

- **Bjorn Hvinden**, Professor / Head of Research, NOVA, Norway
- **Helena Maria Baptista Alves**, Professor / Researcher, Department of Economics, University of Beira Interior, Portugal
- **Diane de Pompignan**, Manager, BearingPoint, France
- **Robert Sobiech**, Faculty member, National School of Public Administration, Poland

Question for discussion:

- How would you frame a case study in order to account for the different objectives and expectations for scope of analysis that will vary according to users?
- What are the specific aspects of the innovation that would need to be investigated in a case study? What are the design features that you would consider as the most important?
- How would you go identifying and discuss factors such as pre-conditions, the challenges (barriers) and the success factors of this innovation? How would you collect information on cost and benefits of innovations?
- Is sector specificity important when developing a case study? If so why, on what dimensions (e.g. type of data collection that is appropriate, different barriers and success factors to innovation, etc.); how should the case study framework be adapted to reflect this?

17.00 – 18.00
(CC 2)

Session 5: Defining new partnerships and the way forward

This session will discuss options for building partnerships with academic, research and private sector organisations to develop knowledge on public sector innovation through the work of the OECD Observatory. Participants are invited to express their interest in being associated in the development of the Observatory lines of work.

18.00 – 19.00

Cocktail