

# Build Capacity for **Public Sector Innovation**

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# THE OECD

## Better policies for better lives

A unique forum where [38 democratic governments](#), representing 80% of world's trade and investment, and dozens of non-member countries come together to collaborate on key global issues.



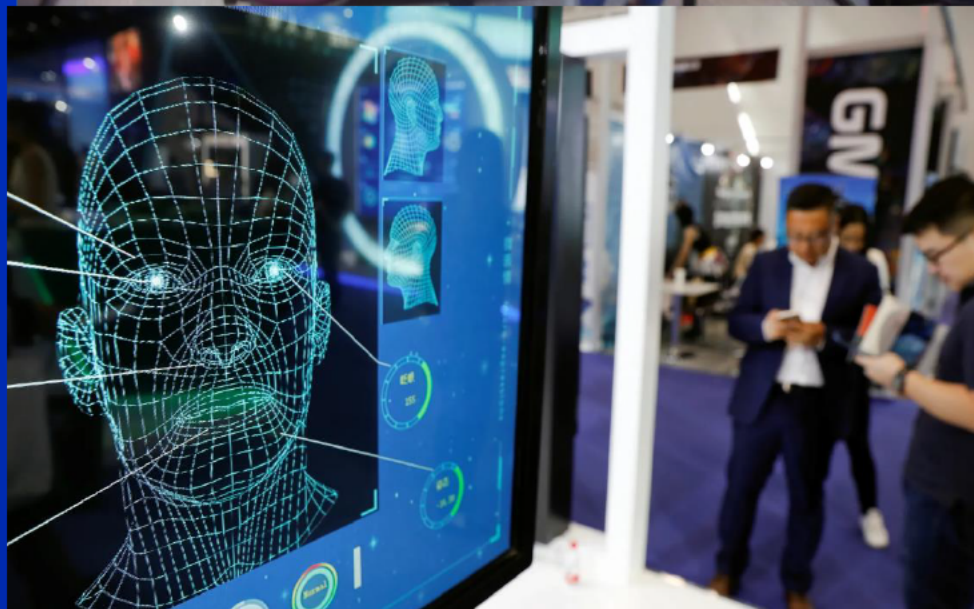
**60+**

Years of bringing  
trusted solutions,  
research and  
data

**100+**

Countries  
supported  
around the world

# Citizens expect more from their government

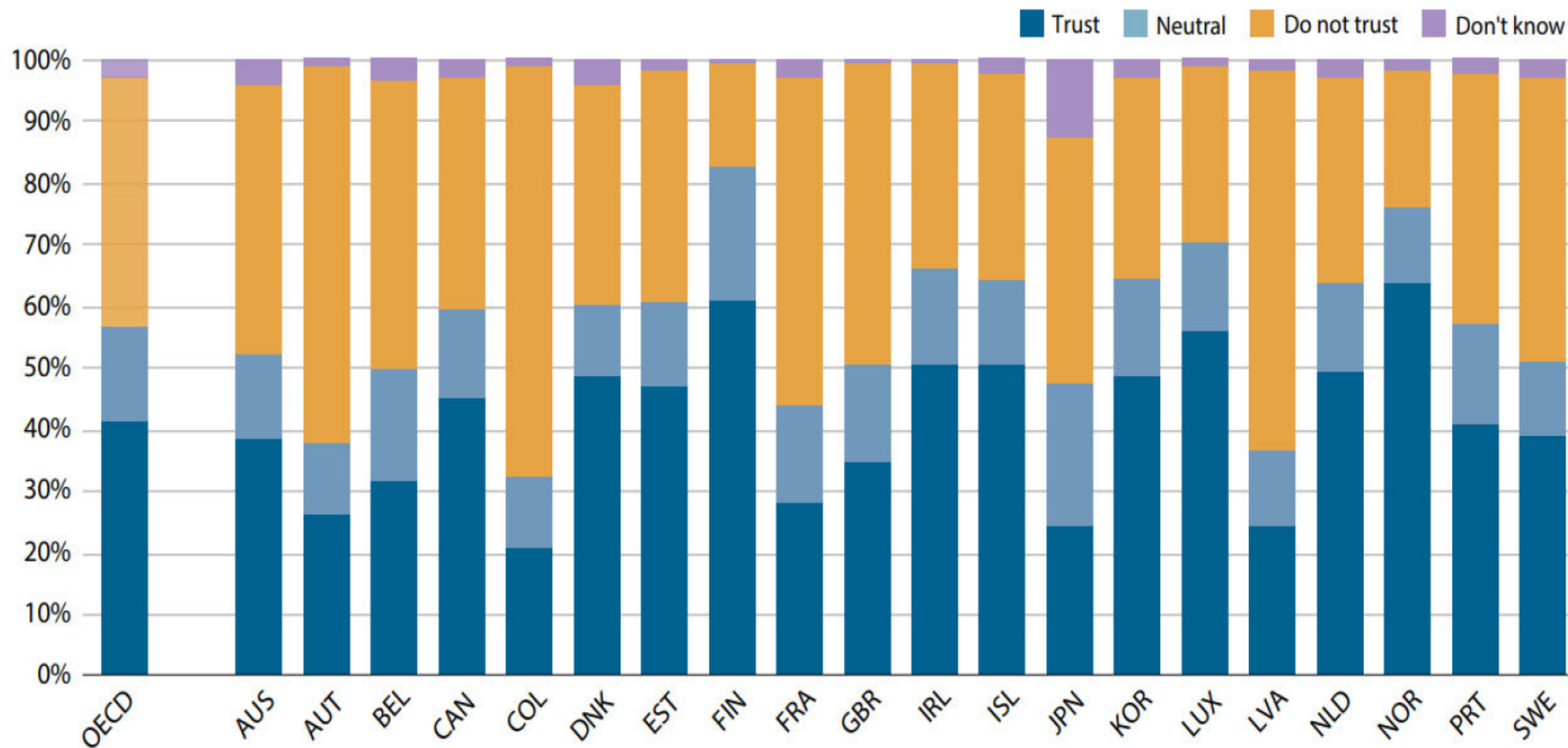


Sources: <https://www.fraserinstitute.org/tags/hospital-wait-times>; <https://www.brookings.edu/articles/algorithmic-bias-detection-and-mitigation-best-practices-and-policies-to-reduce-consumer-harms/>; [https://www.who.int/health-topics/wildfires#tab=tab\\_1](https://www.who.int/health-topics/wildfires#tab=tab_1); <https://stock.adobe.com/fr/search?k=%22social+exclusion%22>

Multiple crises can further undermine trust in public institutions

**FIGURE 1. Just over four in ten people trust their national government**

Share of respondents who indicate different levels of trust in their national government (on a 0-10 scale), 2021



Source: OECD Trust Survey, 2022



The OECD Ministerial Declaration on Building Trust and Reinforcing Democracy calls on governments to reinforce their administrative and technical capacities to **ensure that public institutions are fit-for-purpose and deliver.**



## Governments that **innovate** create **better** **outcomes**



### **Bogotá Care Blocks** (Colombia)

Thirty percent of women living in Bogotá are devoted to full-time unpaid care work, hindering access to essential public services (including wellbeing, self-care and education)

Bogotá's Care Blocks concentrate infrastructure and services to provide proximate and simultaneous care to those in need as well as free educational, well-being and income generation services for caregivers. In doing so, it put the needs of at least 61% of its population at the centre.



### **FinanzOnline** (Austria)

The Austrian tax administration launched a digital tax administration and chatbot integration on the FinanzOnline platform.

FinanzOnline showcases more than 20 years of incremental improvements focused on the user, and is the most used e-government portal in Austria.



### **Citizen Initiative Accelerator** (France)

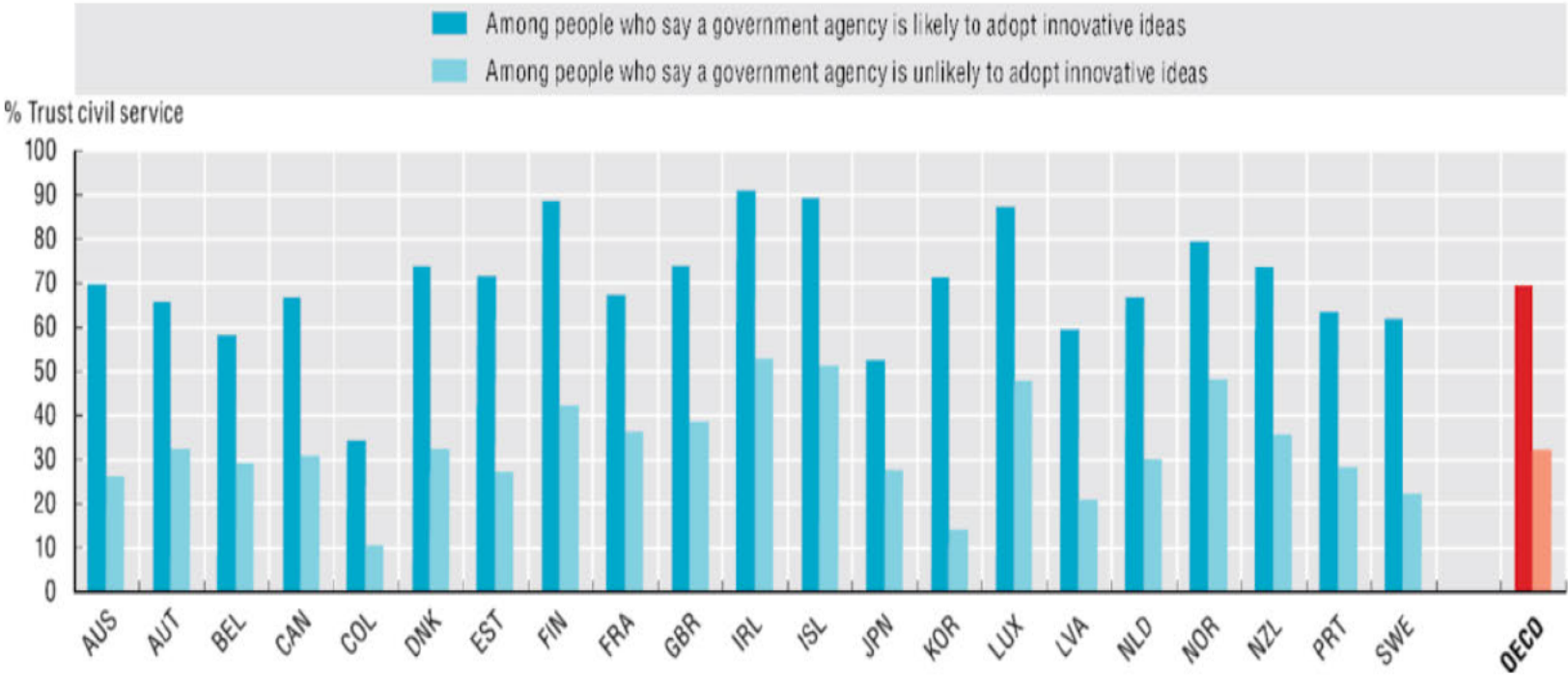
The Citizen Initiative Accelerator supports citizen-led projects that serve the public good. After being screened by public administration representatives and a panel of citizens, the selected projects benefit from six-month, tailor-made support, to accelerate their take up.

This unique programme promotes new modes of co-operation between the state and civil society in order to achieve what has been called “augmented public service delivery”.

# Innovation as a catalyst for reinforcing trust in public institutions

## 2.6. Trust in the civil service and perceptions of government innovativeness, 2021

Share of respondents who indicate high or moderately high trust in the civil service, sorted by their perception that a government agency would or would not adopt an innovative idea

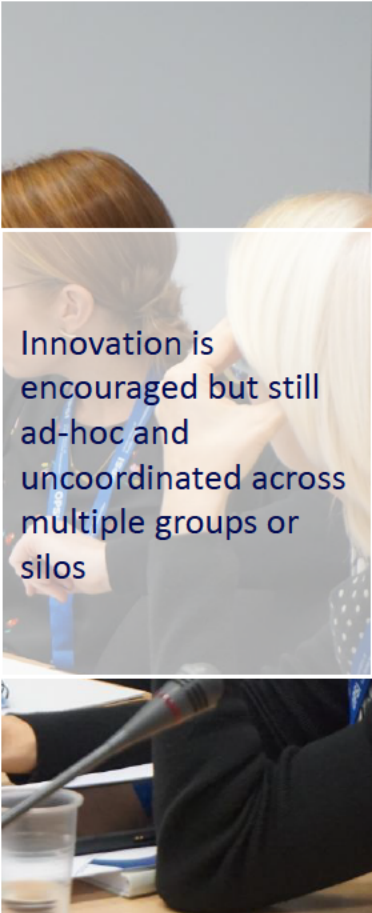


Source: OECD Trust Survey, 2022



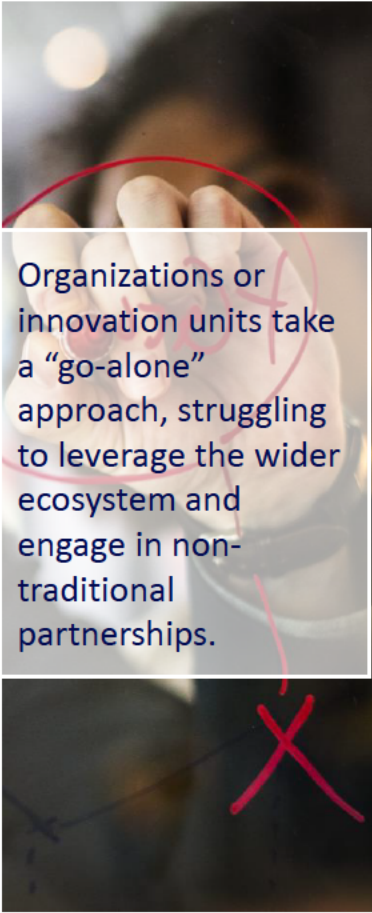
The public sector has **always innovated**, but with **pitfalls**

### ORGANIC INNOVATION



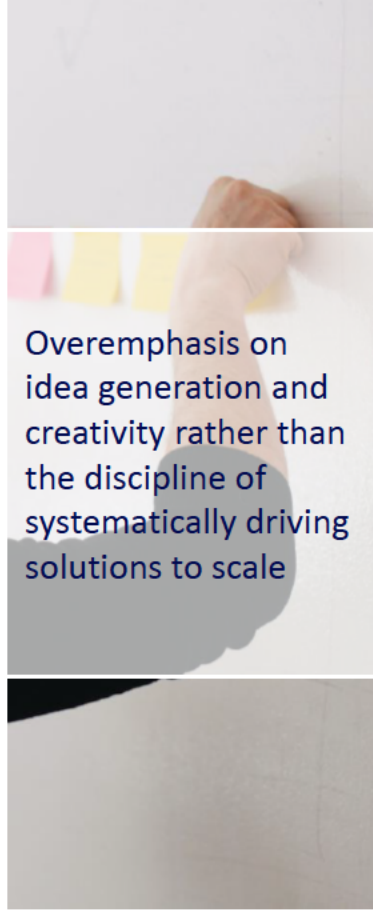
Innovation is encouraged but still ad-hoc and uncoordinated across multiple groups or silos

### HERO MENTALITY



Organizations or innovation units take a “go-alone” approach, struggling to leverage the wider ecosystem and engage in non-traditional partnerships.

### ART OVER SCIENCE



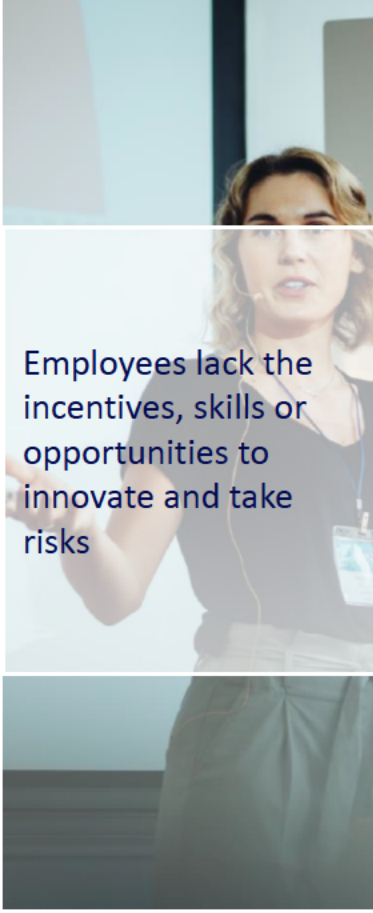
Overemphasis on idea generation and creativity rather than the discipline of systematically driving solutions to scale

### DISTRACTED BY SHINY OBJECTS



Overemphasis on technology or product innovation rather than looking at more diverse types of innovation

### STIFLING ENVIRONMENT

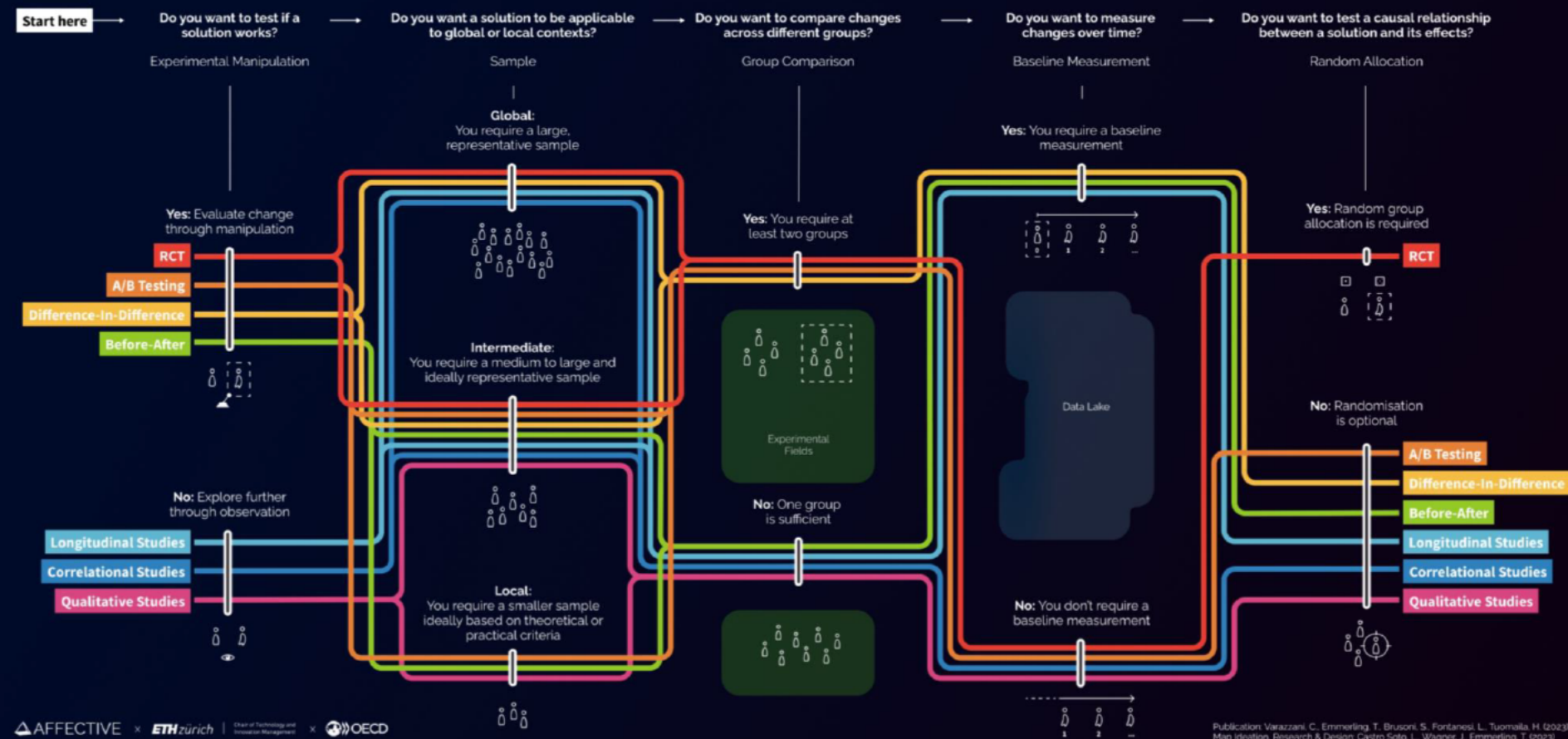


Employees lack the incentives, skills or opportunities to innovate and take risks

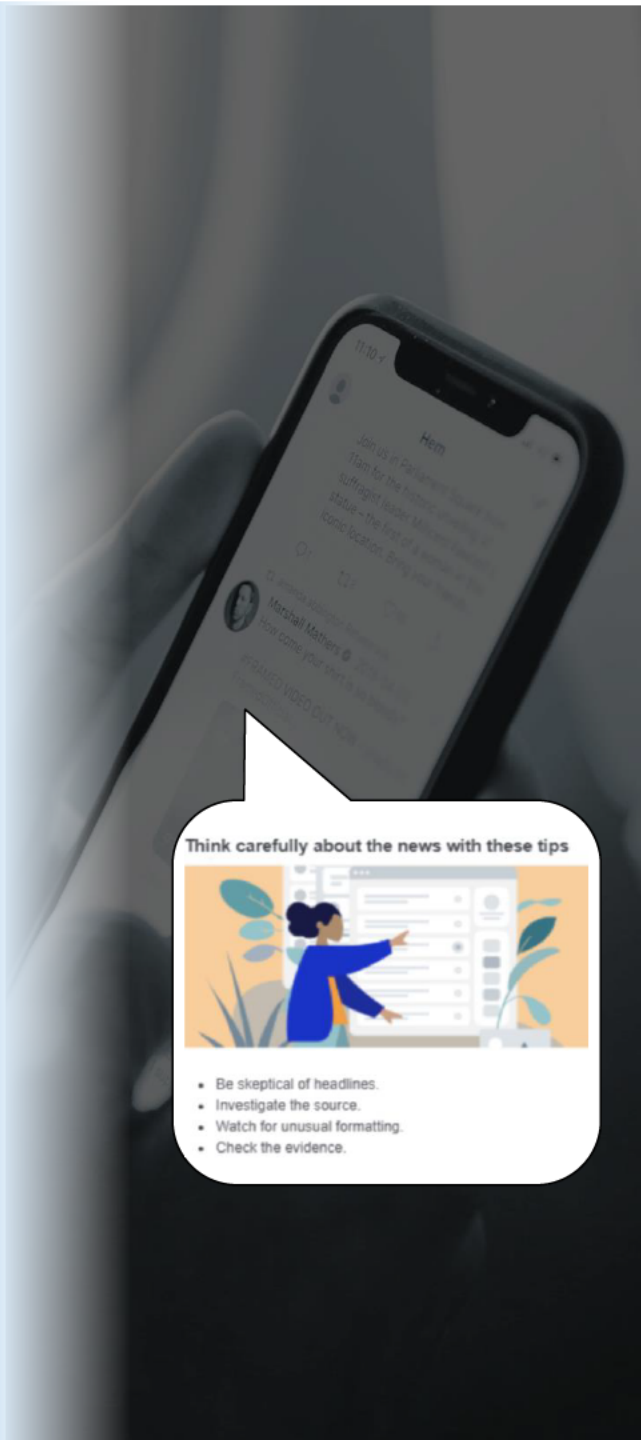


# Behavioural insights for evidence-based policymaking

## 7 Routes to Applied Behavioural Science: Experimentation and Observation



# Behavioural insights to reduce online misinformation



Think carefully about the news with these tips



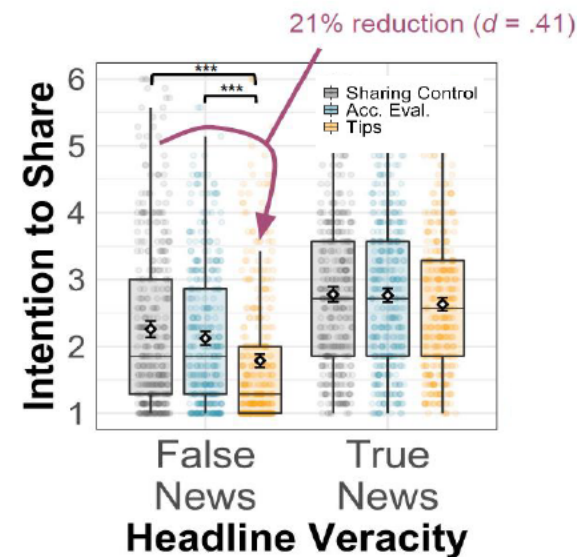
- Be skeptical of headlines.
- Investigate the source.
- Watch for unusual formatting.
- Check the evidence.

First **cross-border collaboration** of its kind to understand why people share fake news on social media and evaluate the impact of online solutions **to inform policy responses to misinformation**

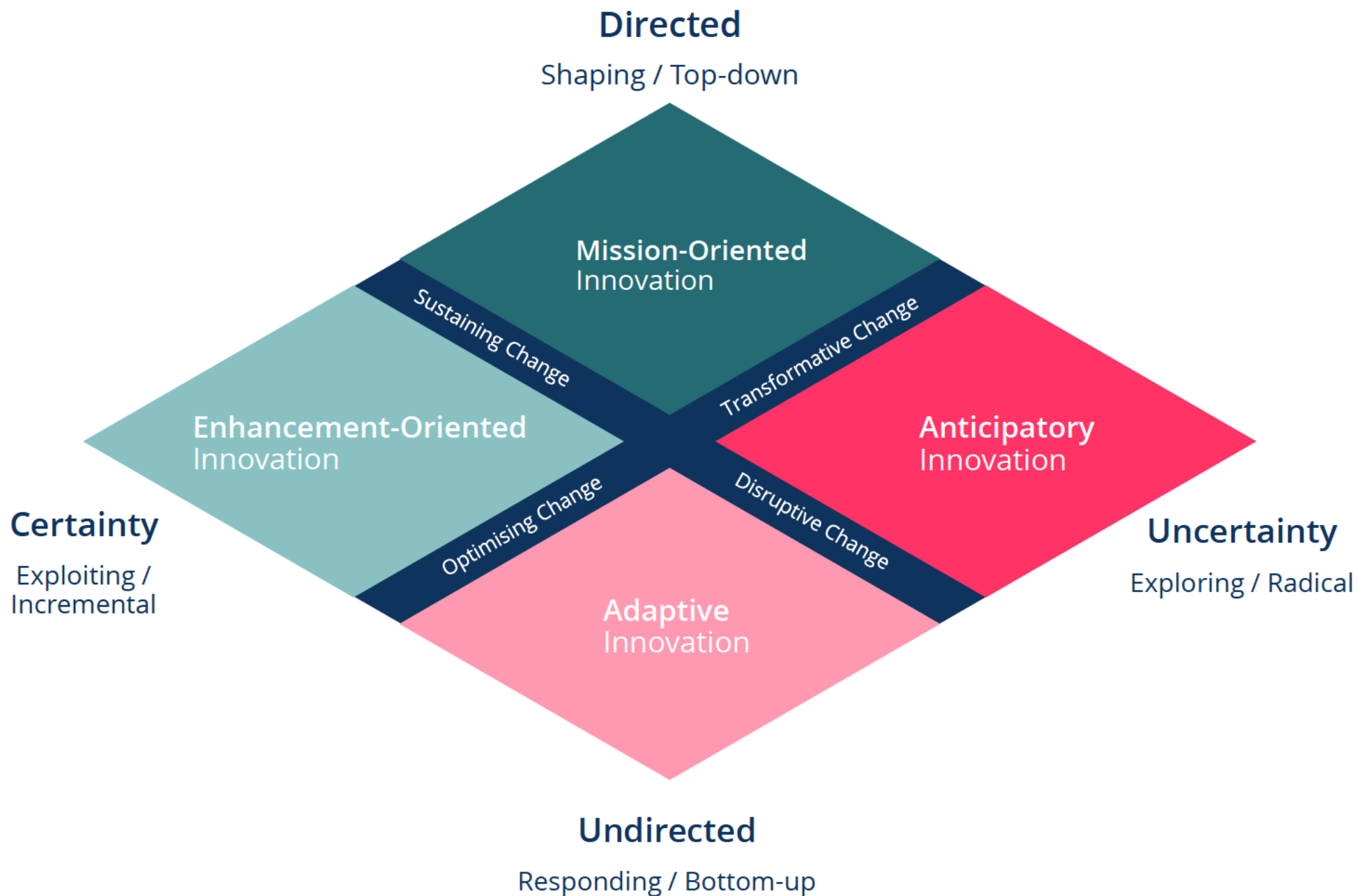


## Results

- 1 We found that **sharing** fake news  $\neq$  **believing** in fake news
- 2 The intervention **reduced** intentions to share false information **by 21%**




# Innovation has many facets



**Missions**  
can bring  
visionary and  
**transformative**  
change

# Mr. Nixon: You can cure cancer



If anyone are based in Heaven, this prayer is heard (the word)  
"Dear God, please, Help cancer."  
Only more than 10,000 Americans died of cancer last year.  
This year, Mr. President, you have it in your power to help to end this disease.  
As you sign the Budget, we beg you to increase the agency of those 100,000 Americans and their families.  
We agree to research that we spend more each day on military matters than each year on cancer research. And, last year, more than 25 times as much on space research as on cancer research.  
We ask a better perspective, a better way to allocate our money to save hundreds of thousands of lives.

needed (research year).  
America was the first. There is not a doubt in the minds of our top cancer researchers that the first cancer to cure is leukemia.  
Already, 4 out of 100 types of cancer can be cured with drugs. And if other drugs will cause temporary remission in 17 other types of cancer.  
Dr. Sidney Farber, Past President of the American Cancer Society, believes: "We are as close to a cure for cancer. We lack only the will and the kind of money and comprehensive planning that would help us cure the cancer."  
Why don't we try to compare cancer by America's 100th birthday?  
When a holiday that would let Cancer could be then when leukemia, diabetes and polio

are today—about 100,000.  
If you believe, Mr. President, this will happen: One in six Americans now alive, 34,000,000 people, will die of cancer unless new cures are found.  
One in four Americans now alive, 51,000,000 people, will have cancer in the future.  
We cannot afford this.  
Our nation has the money on one hand and the skills on the other. We must, under your leadership, put our heads together and get the going done.  
Randy, the war against cancer has the support of 100% of the people. It is a war in which we lost 11 times more lives last year than we lost in Viet Nam last year. A war we can win and yet it costs less than one in our debt.

To the public, cancer patients, their friends and families:  
Write or vote the President, urging him to put more funds behind cancer research. Or, please tell Congress.  
Dear Mr. Nixon:  
Cancer research needs more funds. Please provide \$100 million more for cancer research.  
Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Mail this coupon to: The President, The White House, Washington, D.C.

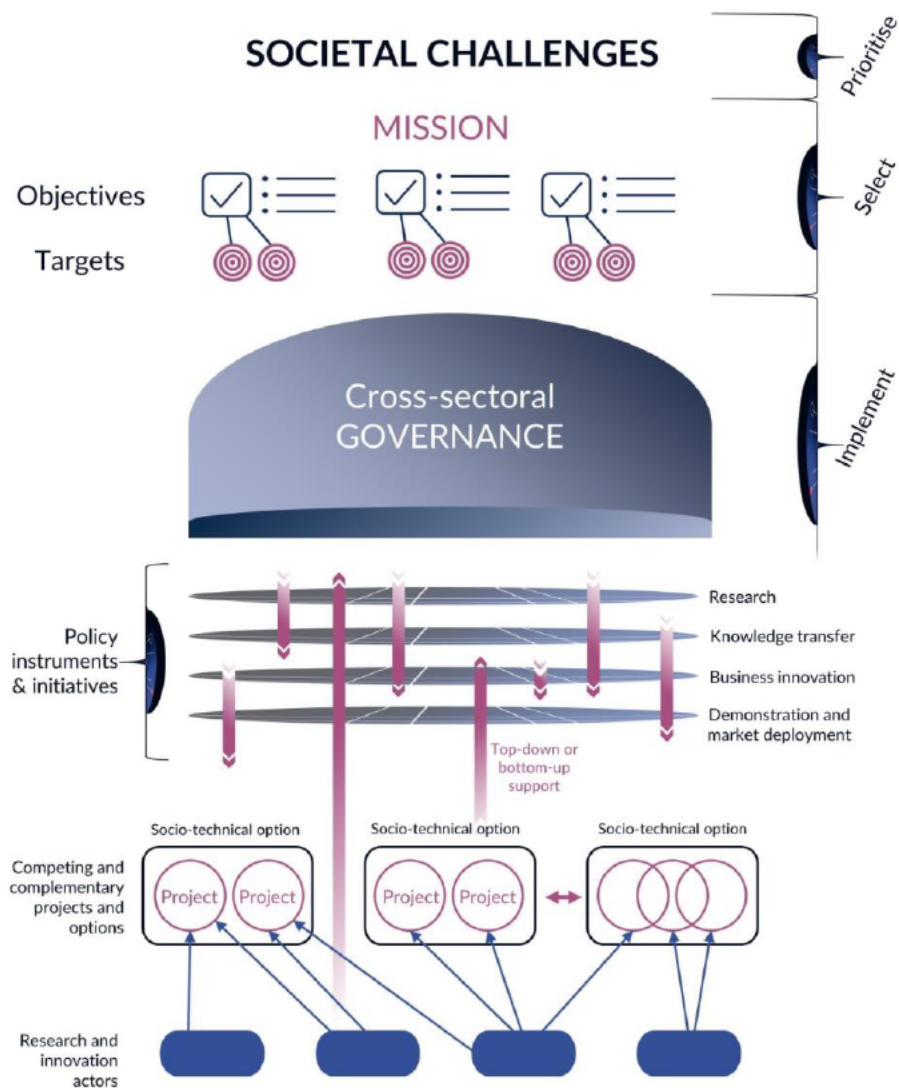
**CITIZENS COMMITTEE FOR THE CONQUEST OF CANCER**  
888 United Nations Plaza, New York, N.Y. 10018, Science Club, M.D., Science Plaza, Dr. Holmes

*"The time has come in America when the same kind of **concentrated effort** that split the atom and took man to the moon should be turned toward conquering this dread disease. Let us make a total national commitment to achieve this goal."*

— President Richard Nixon,  
1971 State of the Union address



But **missions** needs to be properly **designed, managed and evaluated**



## OECD x Vision Zero Cancer collaboration

### Speakers



High level  
**commitment** to  
strengthen  
**innovation** in  
the public sector

# OECD Declaration on Public Sector Innovation

Adopted 22 May 2019

43

countries adhered

10

Language translations



**Enablers** of  
public sector  
**innovation**



**LEADERSHIP  
CAPABILITY**

Latvia



**ACCOUNTABILITY  
FRAMEWORK**

Canada



**OPEN CITIZEN  
PRACTICE**

Portugal



**INNOVATION  
STRATEGY**

Ireland



**FREE MUNICIPALITY  
EXPERIMENTS**

Denmark

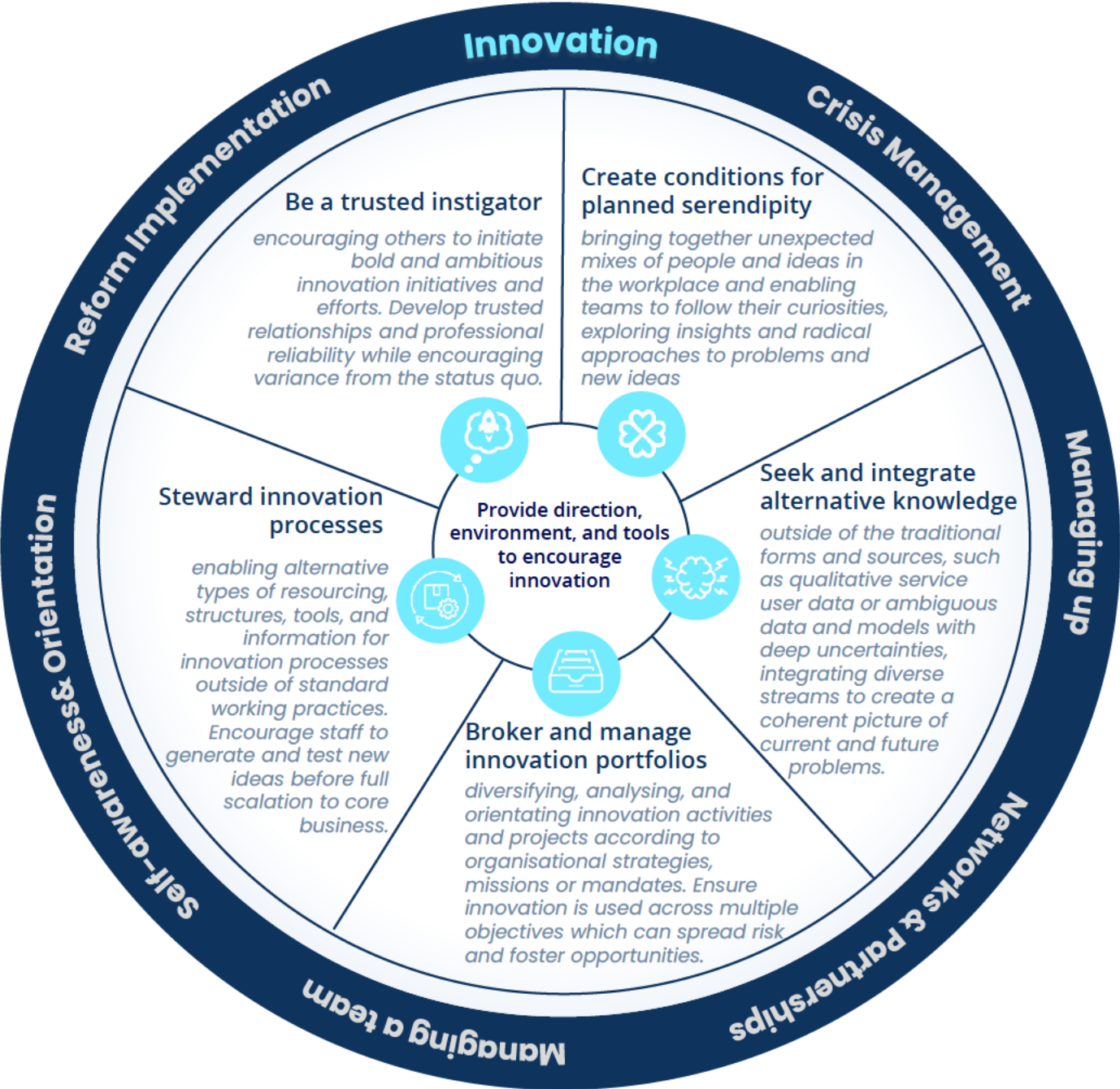


**INNOVATION BADGES**

United States



# Building innovation competencies for public managers in Italy







## **OECD Core Skills for Public Sector Innovation**

Model of 6 skills to promote and enable innovation. It includes elements of practices that relate to the real-world usage of innovation skills.



## **OECD Recommendation of the Council on OECD Legal Instruments Public Service Leadership and Capability**

Comprehensive legal instrument on how to improve the organisation and management of the public service.

# Assessing the capacity to innovate in the public sector

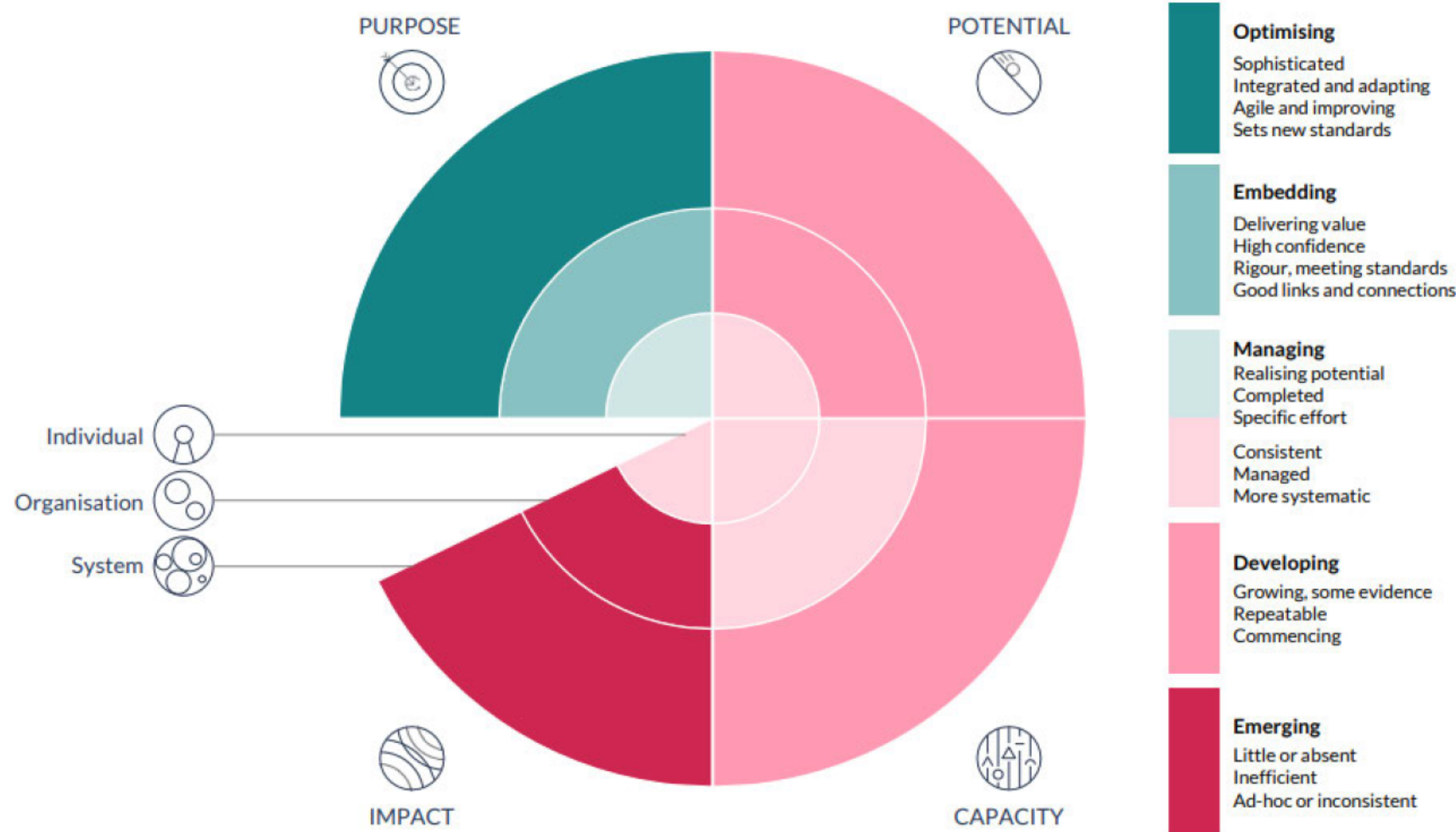


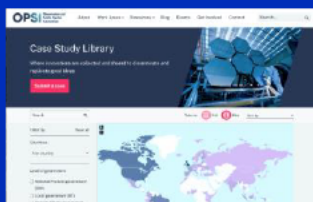
Figure 1. An aggregated assessment of the Romanian public sector's innovative capacity by research question (purpose, potential, capacity and impact) and analysis level (individual, organisation, system)



Knowledge at your fingertips

Innovative  
Government

## Repository of innovation practices



[oe.cd/CaseStudyLibrary](https://oe.cd/CaseStudyLibrary)

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

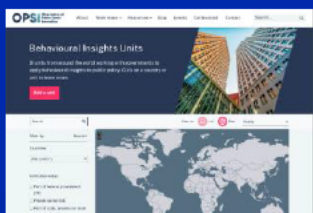
## Resource hub on civic space



[oe.cd/CivicSpace](https://oe.cd/CivicSpace)

Providing the latest insights on the protection and promotion of civic space

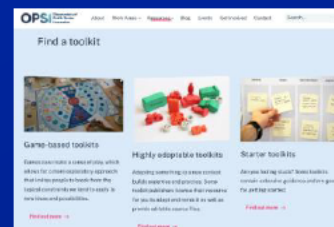
## Knowledge hub on behavioural insights



[oe.cd/BIhub](https://oe.cd/BIhub)

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

## Toolkits for government transformation



[oe.cd/ToolkitNavigator](https://oe.cd/ToolkitNavigator)

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

# Get in touch



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