Global Trends in Public Sector Innovation

Co-creation & Future-oriented Innovation

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Innovative Government

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What we do
Turn the new into the normal.

We support governments in leveraging new approaches to achieve local, national and global policy priorities and deliver on their commitments. We learn from the past, anticipate the future, and build solutions today.

25+

Countries supported, member and **non-members,** since 2011

Uncover what's next
Data collection & policy analysis

Turn the new into the normal
Country-specific analysis and capacity-building
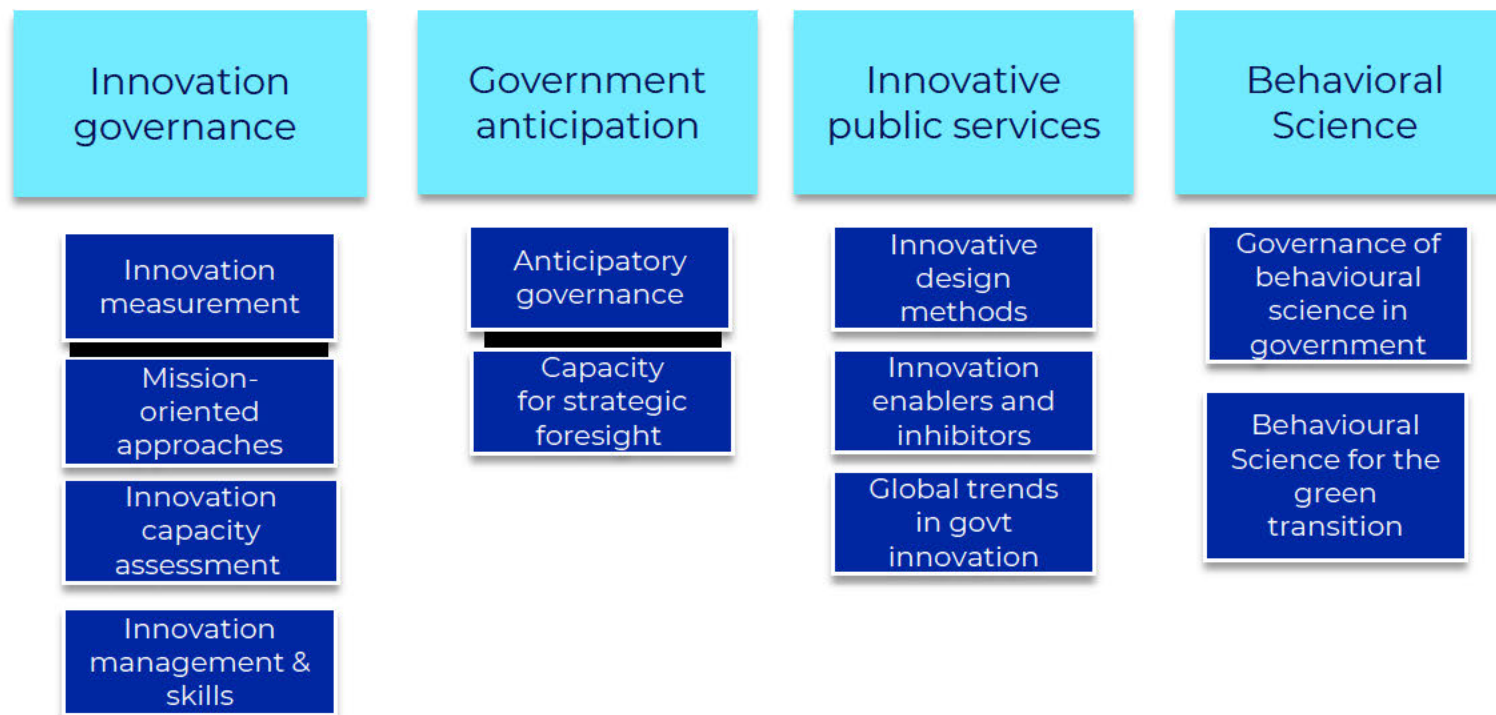
Provide trusted advice
Recommendations & good practices

Steered by
OECD Public Governance Committee
OPSI National Contact Points

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EXPERTISE

Government Innovation

Accelerating innovation foresight and experimentation to improve government responsiveness

Innovation governance

- Innovation measurement
- Mission-oriented approaches
- Innovation capacity assessment
- Innovation management & skills

Government anticipation

- Anticipatory governance
- Capacity for strategic foresight

Innovative public services

- Innovative design methods
- Innovation enablers and inhibitors
- Global trends in govt innovation

Behavioral Science

- Governance of behavioural science in government
- Behavioural Science for the green transition

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OECD DECLARATION ON PUBLIC SECTOR INNOVATION

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The **OECD Declaration on Public Sector Innovation** acknowledges the need to adopt a proactive strategy to respond, adapt to and anticipate public sector challenges. Since the 22nd of May 2019, **43 countries (including Japan)** have adhered to the Declaration, stating their commitment with five high-level principles:

1 EMBRACE AND ENHANCE INNOVATION WITHIN THE PUBLIC SECTOR

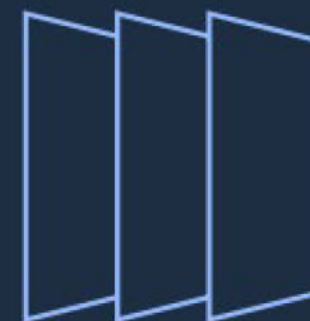2 ENCOURAGE AND EQUIP ALL PUBLIC SERVANTS TO INNOVATE

3 CULTIVATE NEW PARTNERSHIPS AND INVOLVE DIFFERENT VOICES

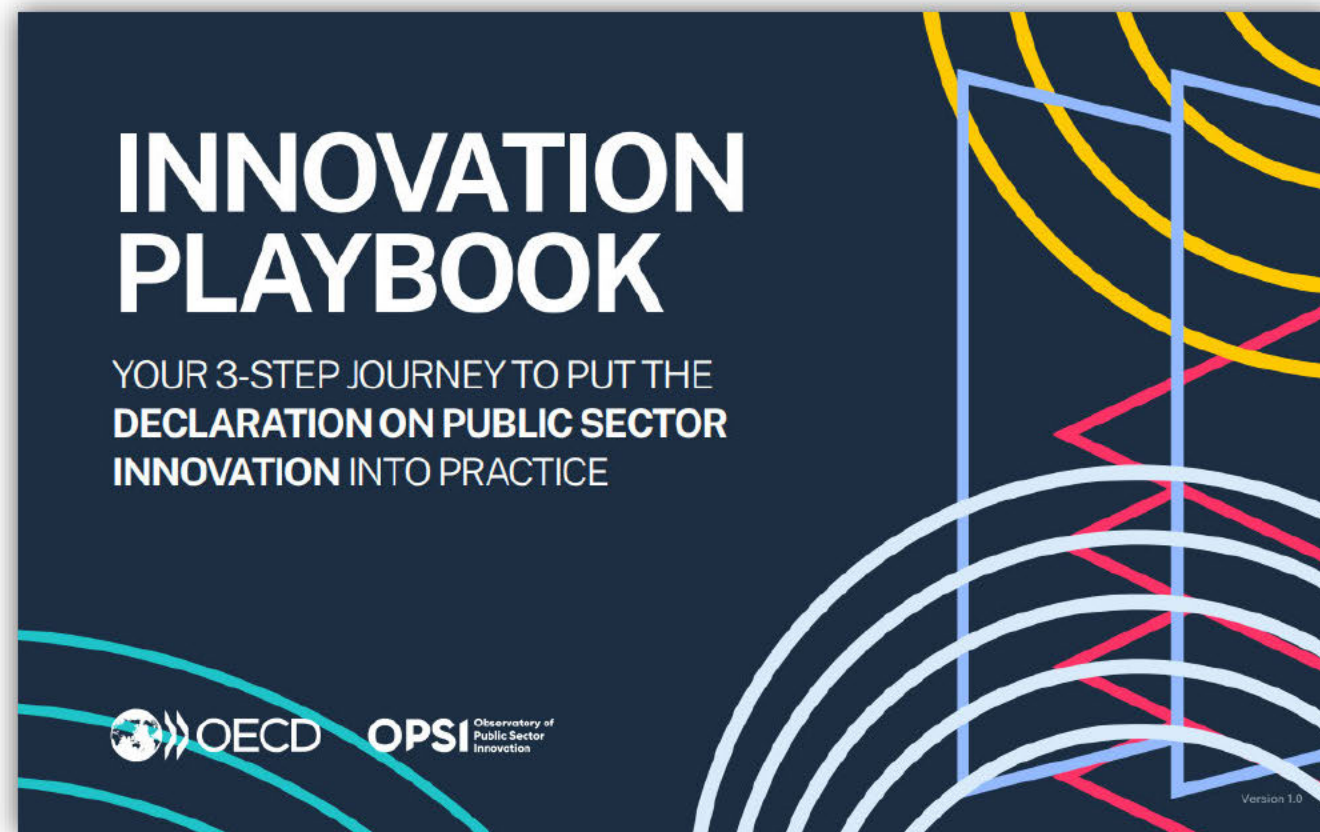4 SUPPORT EXPLORATION, ITERATION AND TESTING

5 DIFFUSE LESSONS AND SHARE PRACTICES

INNOVATION PLAYBOOK

Designed to offer top-officials and middle-managers a **three-step journey** that enables them to connect their **challenges** to the principles of the Declaration, **assess** their capacities to deal with them in innovative ways, and select and apply **actions, tools and case studies** to leverage change on the ground.

INNOVATION PLAYBOOK

YOUR 3-STEP JOURNEY TO PUT THE **DECLARATION ON PUBLIC SECTOR INNOVATION** INTO PRACTICE

OECD   OPSI Observatory of Public Sector Innovation

Version 1.0

STEP 1
WHAT ARE THE CHALLENGES YOU WANT TO ADDRESS?

STEP 2
WHERE DO YOU STAND RIGHT NOW?

STEP 3
HOW CAN YOU IMPROVE YOUR SITUATION?

What is public sector innovation?

.... novel or **new** to the **context** (e.g. new process, improved user-centred service, way of engaging citizens)

.... it must be **implemented**

.... designed for **impact**

What is public sector innovation?

..must be applied (it is not just a new idea). Types of public sector innovations, such as:

- Strategy innovations
- Process innovations
- Service innovations
- Regulatory innovations
- Communications innovations

...uses approaches that are novel to that context. Innovative approaches include:

- Data analytics
- Behavioural science
- User research and human centred design
- Artificial intelligence
- Strategic foresight

...causes something to change. Depending on the context, it might help to:

- Improve policy outcomes (economic growth, living standards).
- Reduce government costs
- Increase public satisfaction
- Increase public trust
- Increase innovative capacity

Innovation case (1989)

Brazil's participatory budgets

- **Problem:** Income inequality, corruption and lack of transparency, limited citizen participation.
- **Solution:** Participatory budgeting introduced in Porto Alegre to democratize budget allocation and promoting equitable development.

- Improved resource allocation, enhanced civic engagement, strengthened trust in public institutions.
- Replicated and became a global influence (New York, Seoul, and others)

Source: Participatory budgeting in Brazil, Porto Alegre In Brazil Shows How Participatory Budgeting Works

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## Innovation case (2024)

South Korea's AI Deepfake Detection Tool

- **Problem:** Proliferation of deepfake technology, cyber harassment and privacy concerns, erosion of public trust, technical challenges in detection.
- **Solution:** Police AI-powered deepfake detection tool through advanced AI algorithm, real-time detection, integration with law enforcement, public awareness and education.
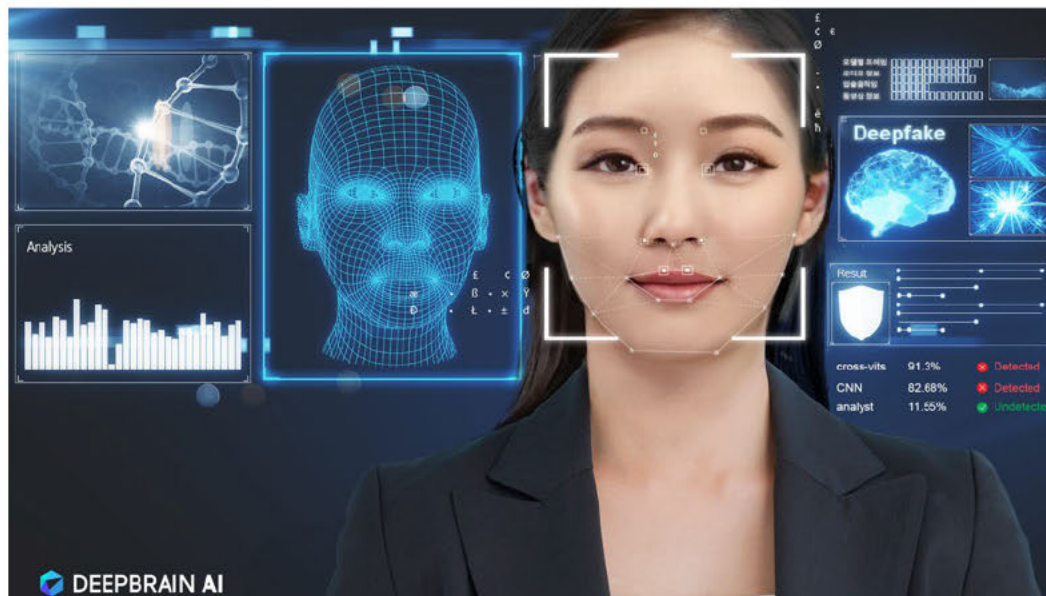
- Enhanced law enforcement capabilities, increased public trust, criminal discourage, global leadership in cybersecurity.

Process innovation (2023)

Simplifying forms in the UK

- **Problem:** PDF based forms are less accessible, harder to use, and 8 minutes slower to process (on average) than HTML forms. It would take the UK Gov Form Building team 70 years to convert all existing PDF forms to HTML forms.

- **Solution:** UK Government Digital Service created a 'Form-Building tool' which enables teams to build their own forms with less specialist help and more consistency across government.

GOV.UK Forms

100,000 form submissions

Source: Government Digital Service (2023), 'Making all forms on GOV.UK accessible, easy to use and quick to process',
https://gds.blog.gov.uk/2021/07/06/making-all-forms-on-gov-uk-accessible-easy-to-use-and-quick-to-process

Policy innovation (2017)

Removing regulatory barriers in Estonia

- **Problem:** The Ministry of Economy Affairs and Communications wanted to remove regulatory barriers to new entrepreneurs, but didn't know how to identify which changes would unlock new services or products.

- **Solution:** "Accelerate Estonia" invites entrepreneurs to propose changes to regulations. Selected entrepreneurs receive support to pilot innovations while regulatory changes are tested.

Source: *Accelerate Estonia / Ministry of Economic Affairs and Communications, https://accelerateestonia.ee/*
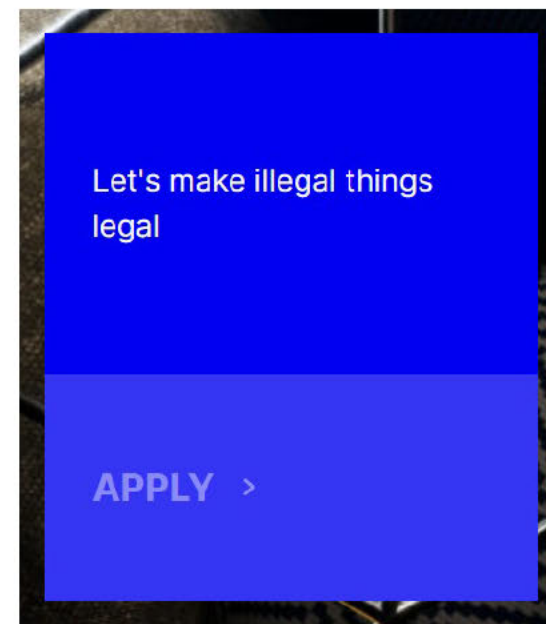
What do these examples have in common?

Innovation is not only ideation, but rather, it's a process that enables ideas to flow towards impact.

OECD GLOBAL TRENDS ON PUBLIC SECTOR INNOVATION

The report on **Global Trends on Public Sector Innovation** offers Governments the opportunity to understand the strategic and practical questions of public sector innovation.

Our analysis surfaced **5 emerging trends** that governments are pursuing in their mission to bring relevant, human-centric, and valuable **public services**.

These trends, built on concrete experiences and examples, can **pave the way** for governments to improve their services.

790 use cases

83 countries

1 **Forward-looking** and **co-design** for service strategies

2 **Automation** and **AI** to power the machine

3 **Personalisation** for all to improve access and inclusion

4 **Data insights** to enhance design, performance and management

5 **Public services** as **public spaces** to empower users and build trust

Case #1
Future-oriented life events

The "New in Norway" programme leveraging foresight techniques to develop future personas, allowing for the anticipation of users' evolving needs, resulting in proactively address the anticipated needs of future users, supporting the further work of (re)designing the services.

Case #2
Automated social benefits for newborns

Portuguese Social Security takes a proactive approach by automatically notifying families of the family allowance entitlement immediately upon the baby's registration at the maternity ward, eliminating barriers to access and ensuring the inclusion of every newborn in the system.

Case #3
Individual Assistance For Disaster Survivors

Building on years of feedback from users, applicants for disaster assistance are now provided with a simple, personalised platform with easy navigation, visual progress tracking and individualised information collection, resulting in a reduction in registration time by more than 15%.

Case #4
Leverage IoT to monitor services delivery

The InnOvaTe Programme monitors challenges related to "public spaces" using Internet of Things (IoT) technology, generating new data to improve insights and outcomes in areas such as transportation decision-making, early flood warning systems, and monitoring of unused buildings to prevent antisocial behaviour.
The project has yielded other impressive results, including saving five lives and reducing fly-tipping by close to 80%.

Case #5
Improve service with citizen engagement

France has designed this initiative to invite citizens and civil society organisations, together with public officials, to take a leading role in the definition of solutions to address challenges in public services. This unique approach involves assembling a jury of 15 citizens to evaluate proposals for public services improvements submitted by fellow citizens and civil society organisations.

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Towards a framework to enable a trustworthy use of AI in the public sector
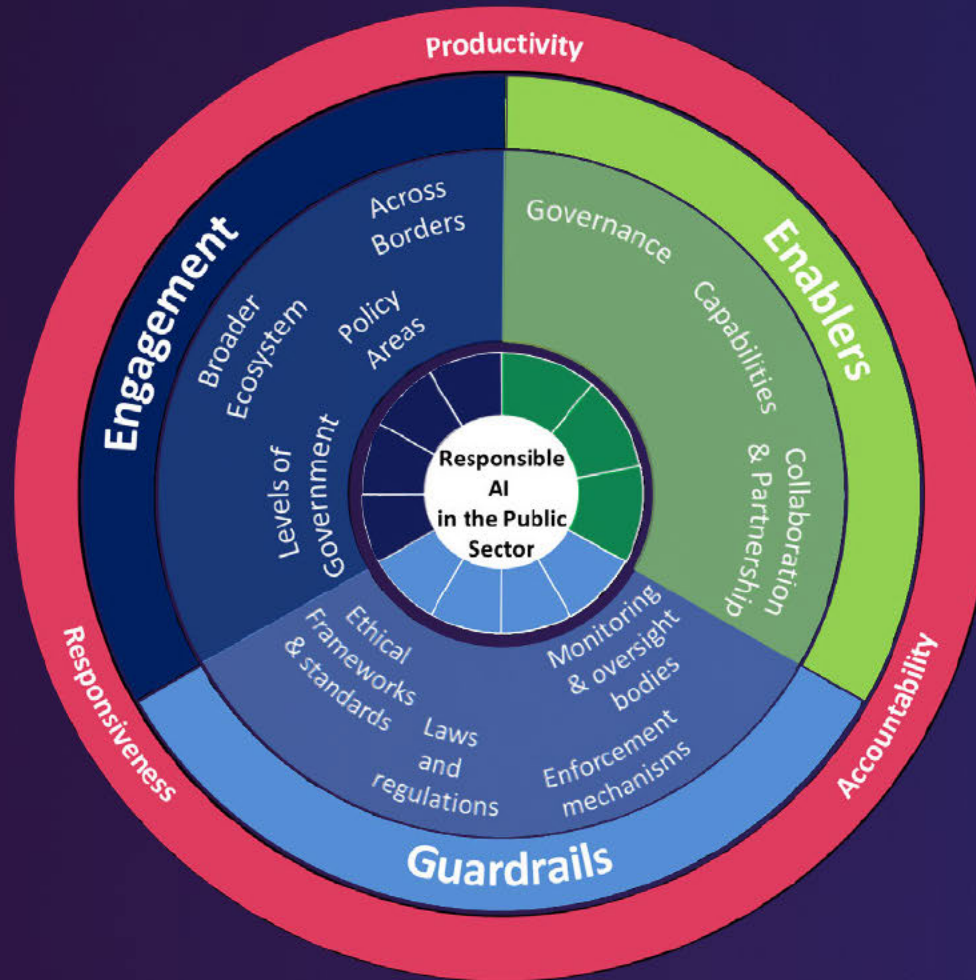
Engagement: Where key actors need to be involved to implement actions targeting specific challenges

Enablers: Areas where policy actions can be prioritised to establish a solid enabling environment and unlock the full-scale adoption of AI in the public sector

Guardrails: Options for policy levers governments can consider to secure a trustworhty and responsible use

Impact: Governments can consider three potential impacts to align AI use with relevant public policy objectives.

Why Co-creation matters in public sector?

- Governments alone cannot design **effective** and **inclusive** public services.

- **Co-creation** leverages **collective intelligence**—citizens, public servants, businesses, and communities collaborate to **identify challenges** and **design solutions** together.

- Creates **greater legitimacy, trust, and efficiency** in policymaking and service delivery.

Samverket, Sweden

Samverket is a Swedish **co-working initiative** enabling public sector collaboration, fostering **cross-agency networking, learning, and innovation** in a neutral workspace.

Public agencies often operate in isolation, leading to inefficiencies. Samverket provides a platform where **civil servants collaborate across sectors**.

Inspired by the **third-place concept**, it removes hierarchical barriers, encouraging spontaneous **knowledge exchange and joint problem-solving**.

Managed by community facilitators who curate discussions and networking, including regular **co-learning events, workshops, and innovation labs** which drive practical solutions.

"beta.gouv.fr", France

"beta.gouv.fr" is an **incubation programme** enabling co-creation between public agencies and digital experts, using an **agile, user-driven approach** to build impactful, citizen-centric services.
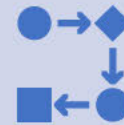
Uses an **agile, user-driven model** to develop digital services, encouraging **rapid prototyping and iteration** based on **real-world feedback**.

Civil servants are **trained as innovators** and paired with **digital experts**. Projects evolve through **four structured phases**: **investigation, construction, acceleration, and transfer**.

Projects are reviewed **every six months**—successful ones scale, others pivot or stop, ensuring that digital solutions **remain relevant, efficient, and user-focused**.

Tiger Teams, Dept of Labor (USA)

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Tiger Teams are **cross-functional expert groups** that co-create **state-level unemployment insurance improvements**, enhancing **equity, efficiency, and fraud prevention** nationwide.

While being part of U.S. Department of Labor, Tiger Teams **embed within state agencies**, working directly with policymakers and administrators to **diagnose system challenges** and co-design **tailored solutions**.

Teams focus on **three pillars—Equity & Accessibility, Timeliness & Backlog, and Fraud Prevention**—delivering **quick, practical recommendations** backed by federal grants.
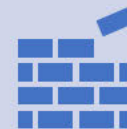
Lessons learned from state collaborations are used to **develop best practices, tools, and resources**, accelerating **system-wide transformation** across the U.S. unemployment insurance system.

Why Future-oriented innovation?

There is the need to introduce innovative perspectives and future-oriented decision in policy making

Traditional Governance Approach

- Focus and **react** on the issue that has happened

- Run on **long** research and drafting cycles, with policy implementation accordingly

Approach needed for uncertain policy environment

- Account for unforeseen challenges, anticipate different futures, and **act in preparation**

- Respond **quickly** to evolving issues and iterate policy as issues changes over time

Talent Management and Ageing, Slovenia

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The Slovenian Ministry of Public Administration worked with OPSI to explore the **future of talent management** in the public administration in the face of an ageing workforce and evolving work dynamics.

Slovenia used strategic foresight to **scan the horizon and anticipate future needs** in public administration, resulting in **four scenarios to explore the future of talent management**.

Sense-making around the scenarios with policy and talent management experts led to the development of four actionable innovations to prepare for future changes

The resulting report presents trends, promising practices and recommendations for effective ageing and talent management in the public administrations **across EUPAN member states.**

Future Generations Commissioner, Wales

In 2015, the Government of Wales adopted the **Wellbeing of Future Generations Act.** The Act introduces a vision for Wales in 2050 in the form of national well-being goals and **obliges policymakers to consider long-term perspectives.**

A national conversation, 'Wales We Want' **informed the Act by engaging the public** to develop a set of **ambitious long-term goals** to ensure sustainable development.

A Future Generations Commissioner is appointed by Welsh Ministers with a mandate to advise, assist, challenge and monitor public bodies regarding their well-being objectives.

The Future Generations Commissioner team **has expertise in foresight and provides support and training** to policymakers to understand and apply anticipatory methods, as well as producing a Future Trends Report

Finland's Anticipatory Governance System

Finland has a well-established system for anticipatory governance which involves a **wide range of actors** within and outside of government and processes to **integrate anticipation** into policymaking.

During each electoral term, the Government submits to Parliament a **Report on the Future**, which systematically synthesises futures knowledge to promote discussion across government on issues that will be important in the future.

The **Government Foresight Group,** which advises on the Report, is a **group of foresight experts** with a role to 'develop and strengthen the links between foresight activities and decision-making processes'.

The **Parliamentary Committee for the Future** conducts proactive and on-going dialogue with the Government on major future possibilities as well as problems and the means for solving them

Public service is not just about administration—it is about **shaping the future** of our communities and societies.

The challenges we face today—aging populations, digital transformation, climate resilience—demand **new ways of working**.

Co-creation and anticipation are not abstract ideas; they are **concrete tools** that will allow us to build more human, resilient, and effective public services.

A PLATFORM FOR INNOVATION

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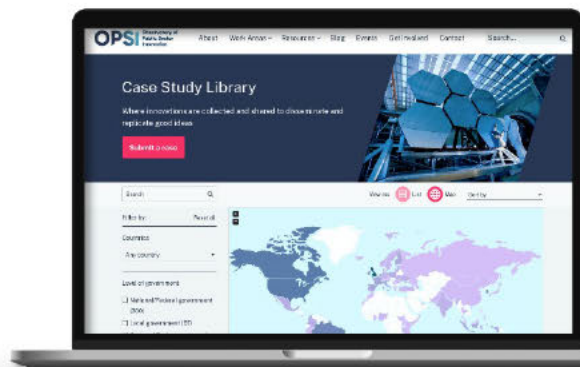
Case Study Platform

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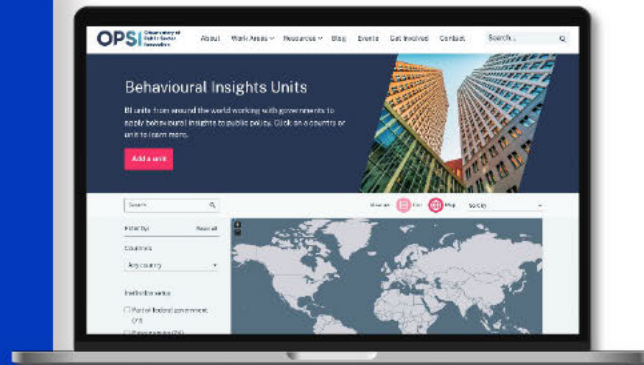
Public Engagement Platform

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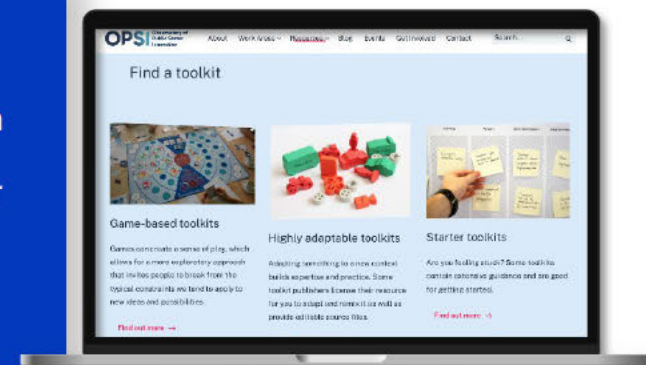
BI Knowledge Hub

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

Get in touch

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