



PISTA: <http://pista.paris21.org/>

What do we understand with 'innovation'

<https://www.youtube.com/watch?v=WcbGRBPkrps>

[https://www.youtube.com/watch?v=JzlsvFN\\_5HI](https://www.youtube.com/watch?v=JzlsvFN_5HI)

## MANAGING INNOVATION

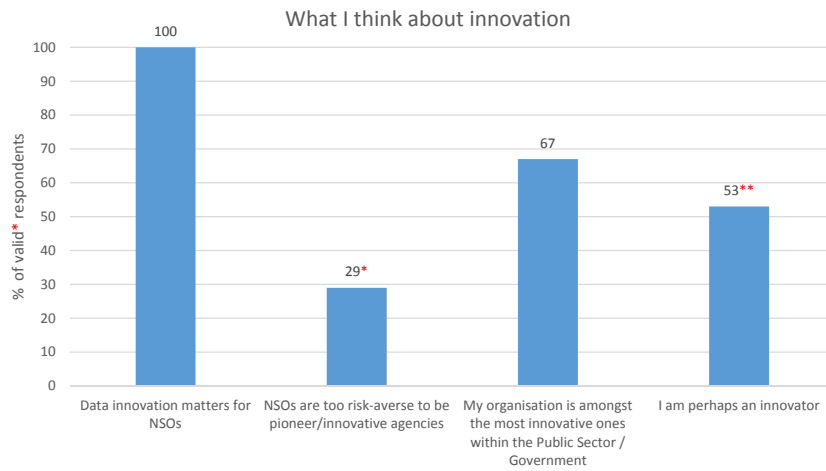
*in National Statistical Offices*

### Results of the Survey



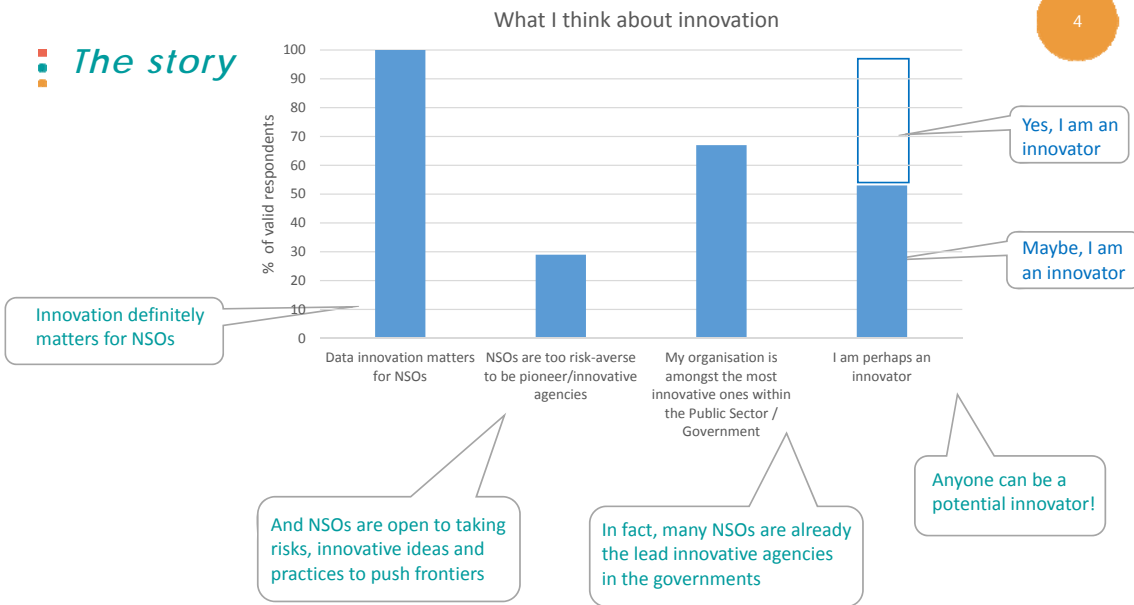
*Total number of respondents = 15*

## A quick glance

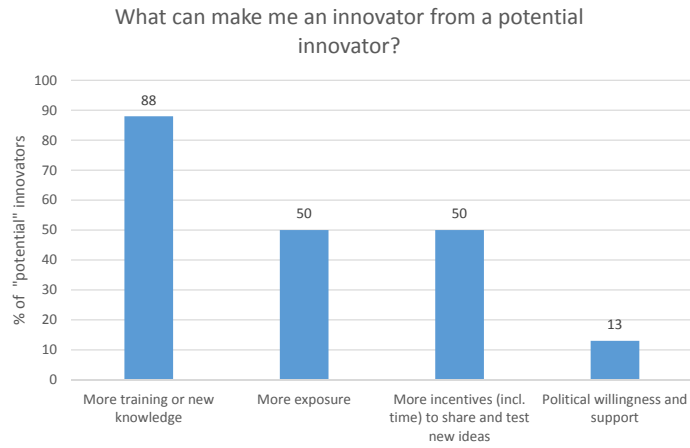


\*1 invalid answer  
\*\* The rest definitely see themselves as innovators!

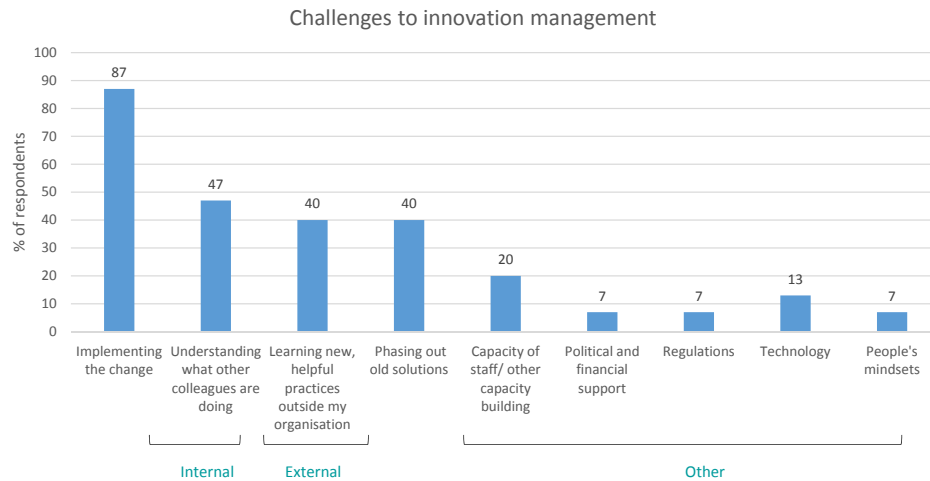
## The story



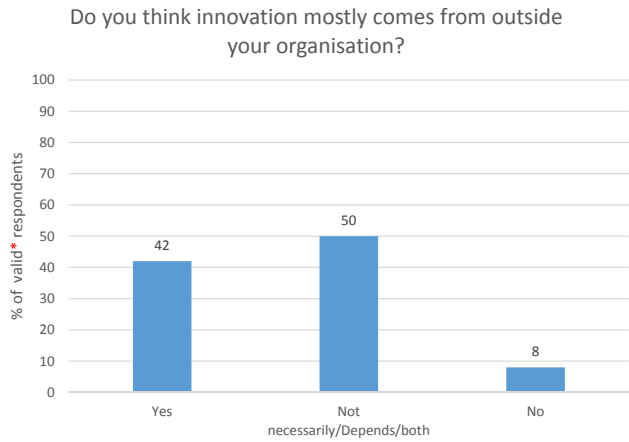
- More training and new knowledge are the key enablers for realising the innovation potential



- Implementing the change is the biggest roadblock to innovation management, followed by lack of (external and internal) knowledge sharing

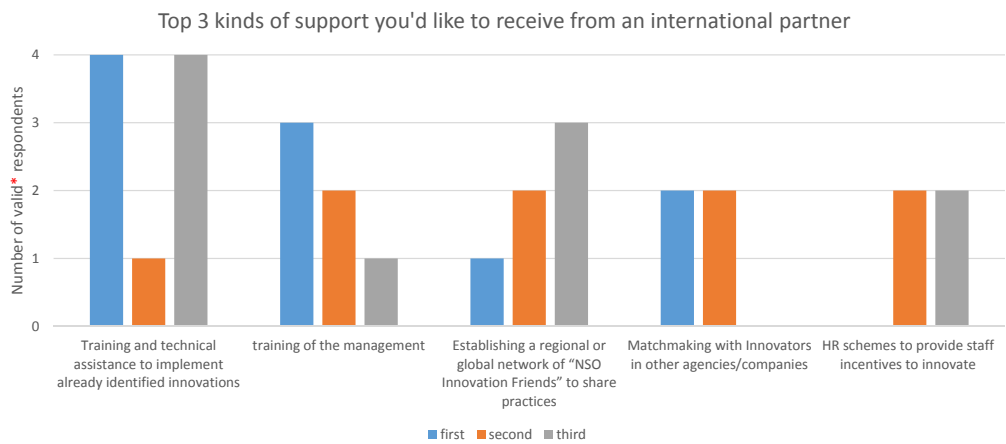


Innovation is interdependent on both external and internal environments



\*3 invalid answers

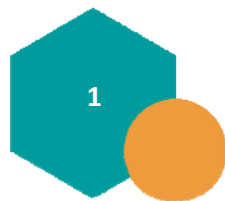
How can international partners help to foster innovation?



\*4 invalid answers

# UNDERSTANDING DATA INNOVATION IN OFFICIAL STATISTICS:

Towards a conceptual framework



## Why Data Innovation Matters

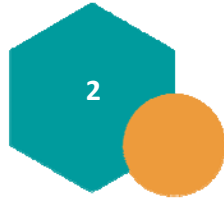


## ⋮ Three drivers

- **Increasing demands and changing priorities**
  - Heightened global thrust on evidence-based policy planning
  - Agenda 2030
- **Burgeoning supply and competition**
  - New sources and technologies, new players, Big Data
- **Efficiency gains and quality considerations**
  - Rationalising activities with cost-efficiency
  - Focus on user needs – dissemination, accuracy, transparency, privacy

## ⋮ The future?

- NSO's functions and values – 'truth-holders of the past'
- New landscape and realities
- Trade-offs between being resilient with stability and forward thinking with agility
- Moving beyond the 'modernisation agenda'
  - MAPS (2004) -> CT-GAP (2017) -> ?



## Characterising Data Innovation in Official Statistics



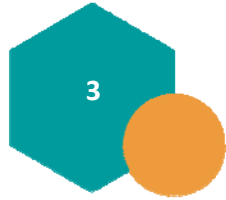
### The Need?

- Formalisation vs Fuzziness

### Various definitions

- Data innovation = “the use of new or non-traditional data sources and methods to gain a more nuanced understanding of development challenges” (UNDP/Global Pulse)
- Innovation = “implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations.” (OECD)

- ➔ Public Sector Innovation = “a new or significantly altered process or approach that is novel, that has been implemented in some form, and that is intended to deliver better public outcomes by achieving increased efficiency, effectiveness, and citizen, user or employee satisfaction.” (OECD/OPSI)



## Data Innovation Life-Cycle

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### Why a life-cycle approach?

- Time-dimensionality in the innovation process
- Historical evolution of the concept – the linear model of innovation

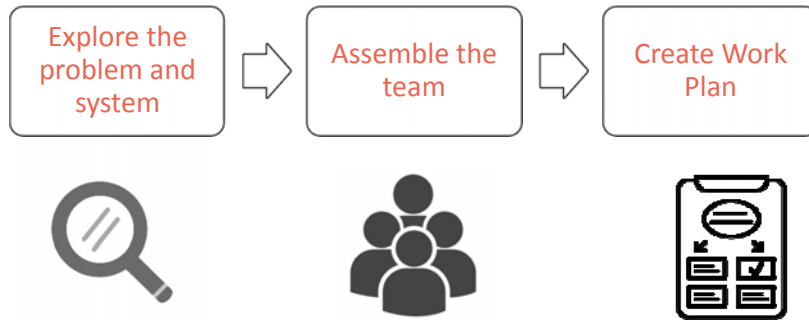


But...

- Limits to linearity

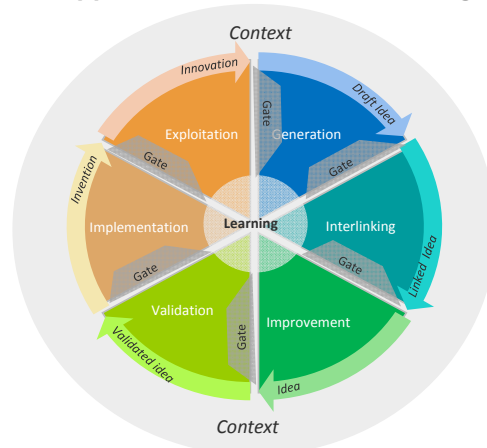


### The UNDP/Global Pulse (quasi) framework

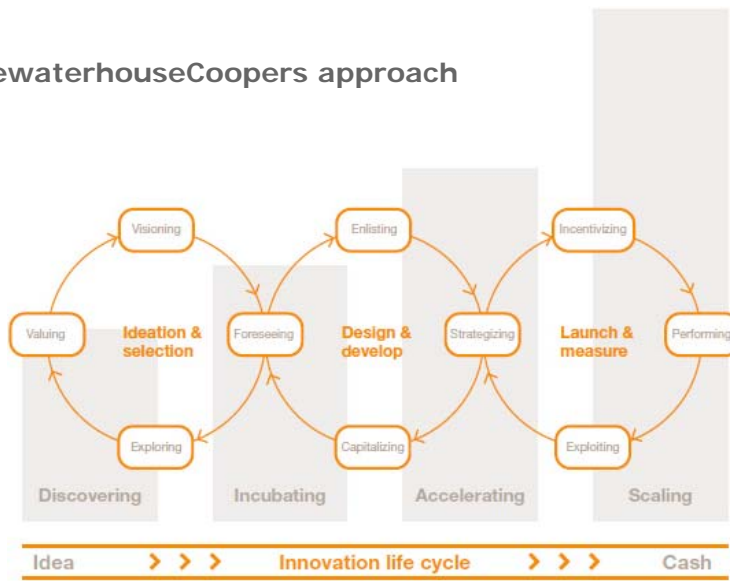


### Views from the industry/private-sector

The Bassiti and Ajhoun approach: focuses on Idea Management as part of Innovation Management

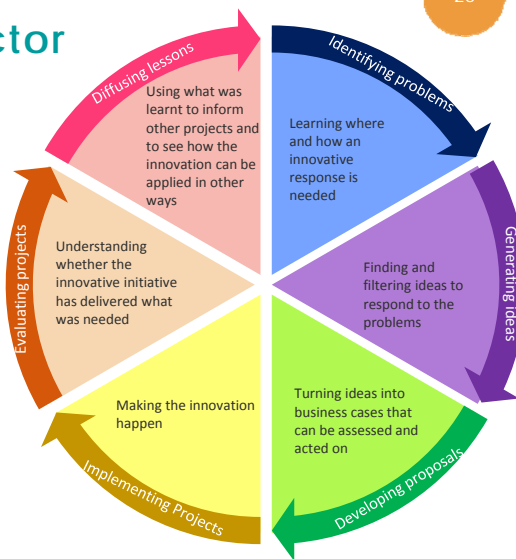
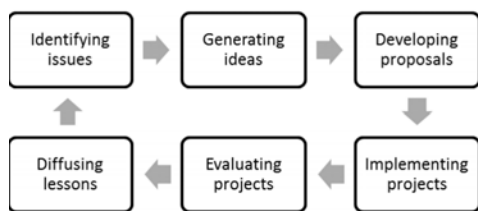


### The PricewaterhouseCoopers approach



### Views from the public sector

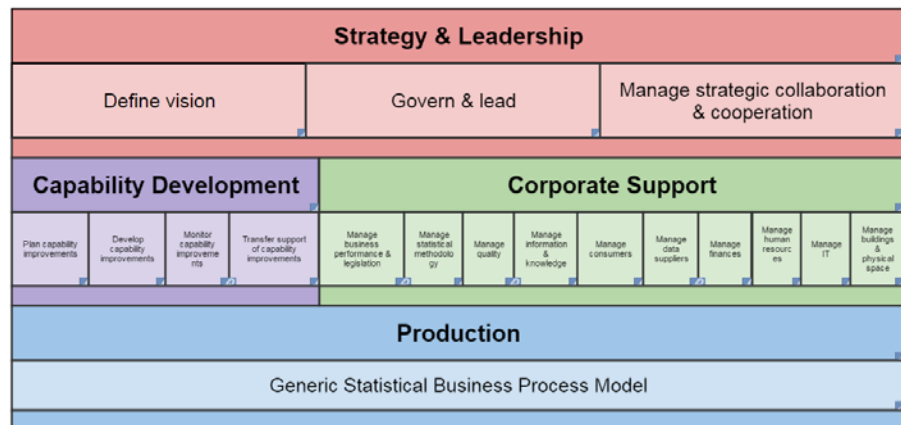
#### The Observatory of Public Sector Innovation (OPSI, OECD) approach



## Drawing Parallels

Private Sector		Non-private Sector	
Bassiti and Ajhoun	PwC	OPSI	UNDP Global Pulse (from idea to proof-of-concept)
Generation + Interlinking	Discovering	Identifying issues	Explore the problem and system
Generation + Interlinking	Incubating	Generating Ideas	Explore the problem and system
Interlinking + Improvement + validation	Accelerating	Developing Proposals	Assemble the team/Create work plan
Implementation + Exploitation	Scaling	Implementing Projects	
	Scaling	Evaluating Projects	
		Diffusing Lessons	

## When does data innovation happen? Checking the General Activity Model for Statistical Organisations



## Mapping between OPSI model and GAMSO



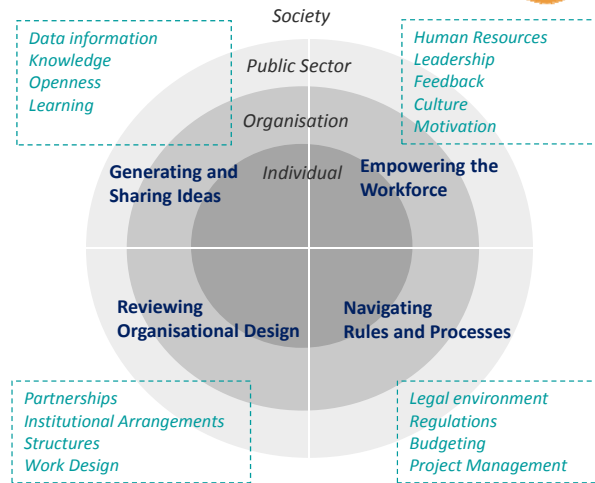
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**Making Innovation Happen:  
Conditions and enabling factors**

## OPSI Framework

### 4 areas

- People
- Knowledge and Ideas
- Ways of Working/Organisational Design
- Rules and Processes

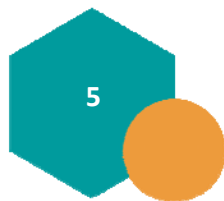


## PARIS21's Capacity Development 4.0 Framework



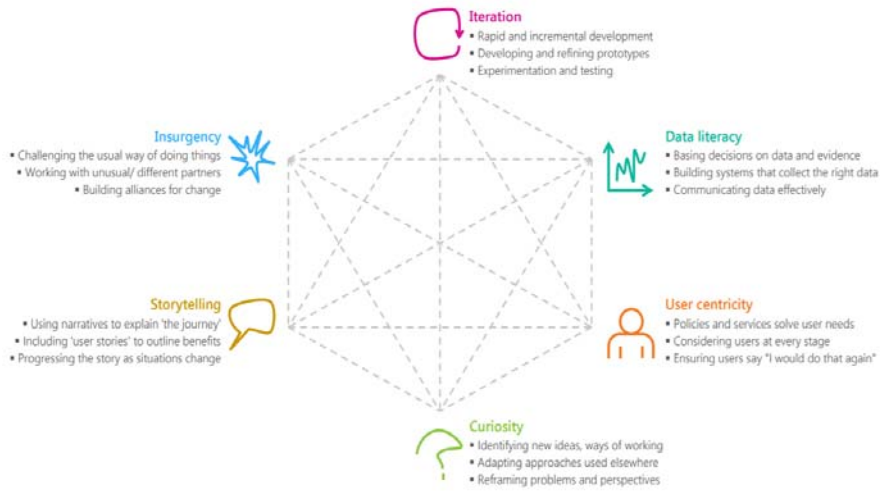
## ⋮ Drawing Parallels: CD 4.0 and OPSI Clusters

CD4.0 Levels	OPSI Levels	CD4.0 Targets	OPSI Areas
Individual/People	Individual	Resources	People
Organisation	Organisation	Politics and Power	Ways of Working/Organisational Design
Enabling environment/System	Public Sector	Skills and Knowledge	Knowledge and Ideas
	Society	Incentives	Ways of Working/Organisational Design
		Management	Rules and Processes

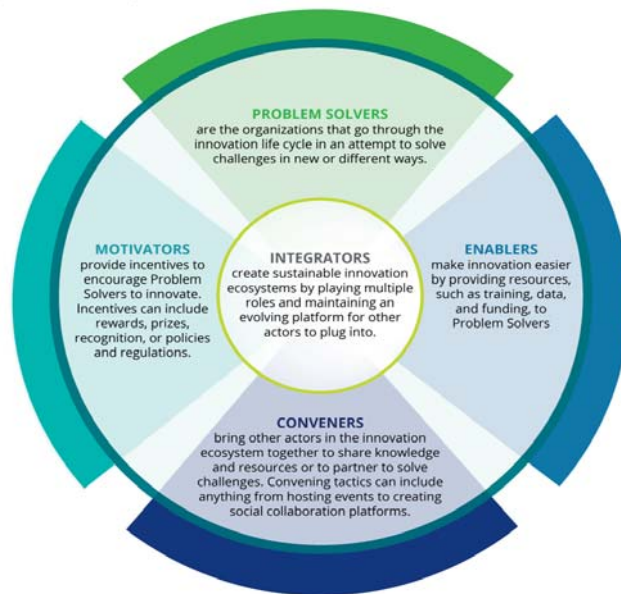


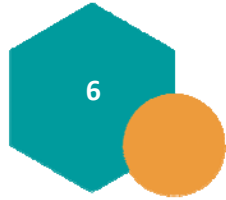
## Skills and Capabilities as Determinants of Innovation

## OPSI Framework



## Other roles in public sector innovation





## Discussion & Group work

Q & A

Good Practice :

- life-cycle (19)
- enabling factors (25)
- skills and capabilities (29)

Submit 1 innovation

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# Thank you

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