

# MANAGING INNOVATION IN THE CONTEXT OF OFFICIAL STATISTICS

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## Towards a conceptual framework



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## Topics

1. About PARIS21
2. Focus on innovation
3. Challenges
4. Characterisation of innovation in official statistics
5. Life-cycle approach to innovation management
6. Conditions and enabling factors
7. Skills & capabilities
8. Conclusion



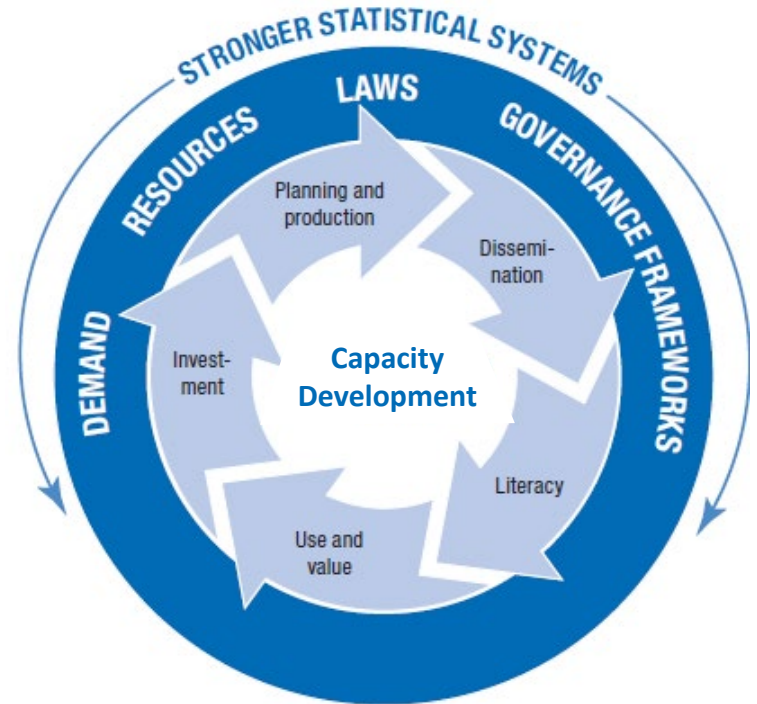
**PARIS21**

# Partnership in Statistics for Development in the 21<sup>st</sup> Century (PARIS21)

- **Partnership:** It is a partnership of developing countries, regional banks / commissions / institutions, international development organisations and donors.
- **Founded** in 1999 by the United Nation, World Bank, International Monetary Fund, European Commission and the Organisation for Economic Co-operation and Development (OECD).
- **The secretariat** is hosted at the OECD, Paris

## PARIS21's vision

- **Vision:** Improving the well-being of all citizens by strengthening national statistical systems and promoting responsible data production and use
- **Implementation:** Strengthening statistical systems on the ground through the data cycle; Custodian agency for 3 SDG indicators
- **Innovation:** Platform for Innovation in STATistics (PISTA)-<http://pista.paris21.org/>





# FOCUS ON INNOVATION

## : Agenda 2030 and SDGs

The Cape Town Global Action Plan (CT-GAP) for Sustainable Development Data, adopted by the UN Statistical Commission in 2017, identifies “**Innovation and modernisation of national statistical systems**” as a strategic area.

## Key drivers

- **Increasing demands and changing priorities**
  - Heightened global thrust on evidence-based policy planning
- **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





# CHALLENGES

## ⋮ 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) -> ?
- New area, little research/literature



# CHARACTERISATION

## ⋮ Various definitions

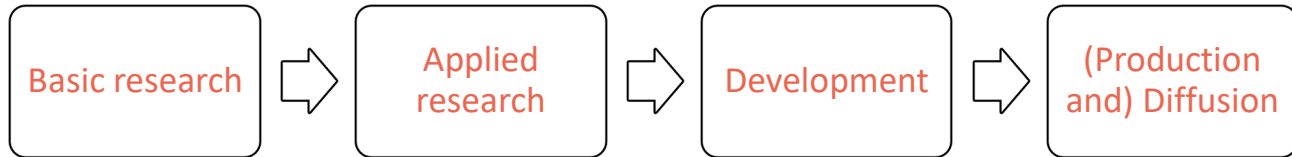
- Data innovation = “the use of new or non-traditional data sources and methods to gain a more nuanced understanding of development challenges” (UNDP/Global Pulse)
- Innovation = “implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new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



# LIFE-CYCLE APPROACH

## Why a life-cycle approach?

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

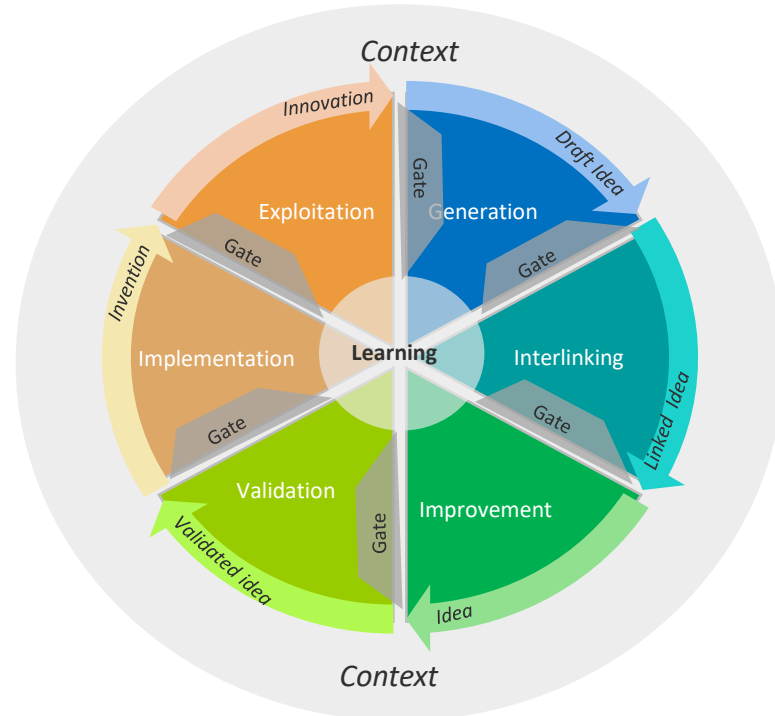


But...

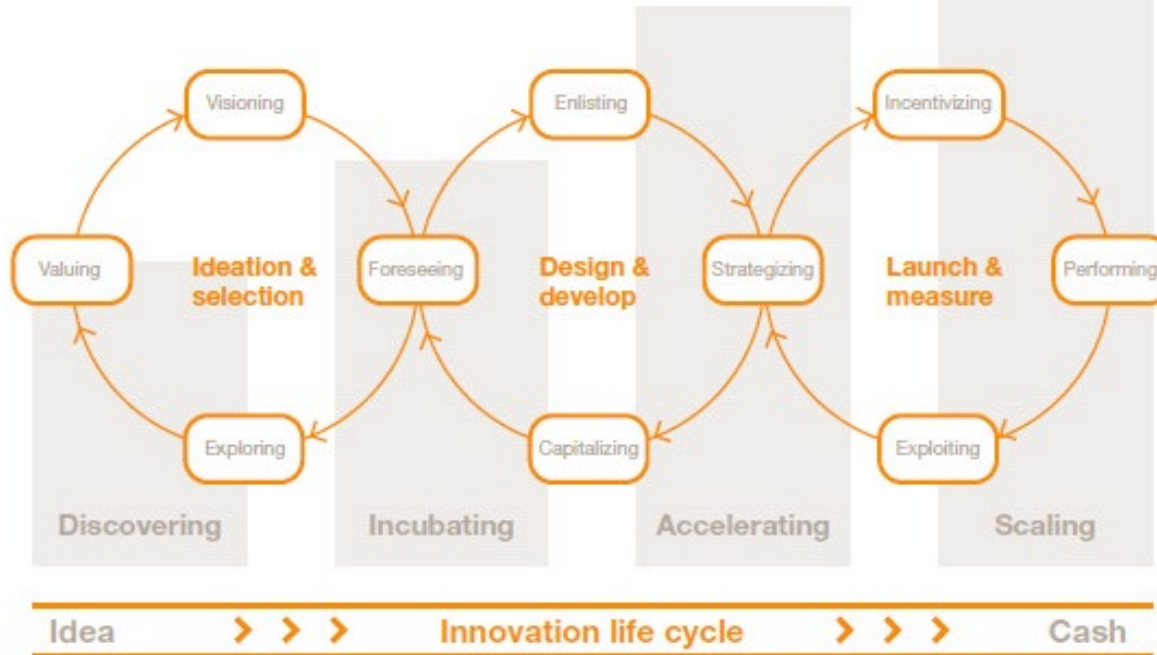
- Limits to linearity

## Views from the industry/private-sector

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



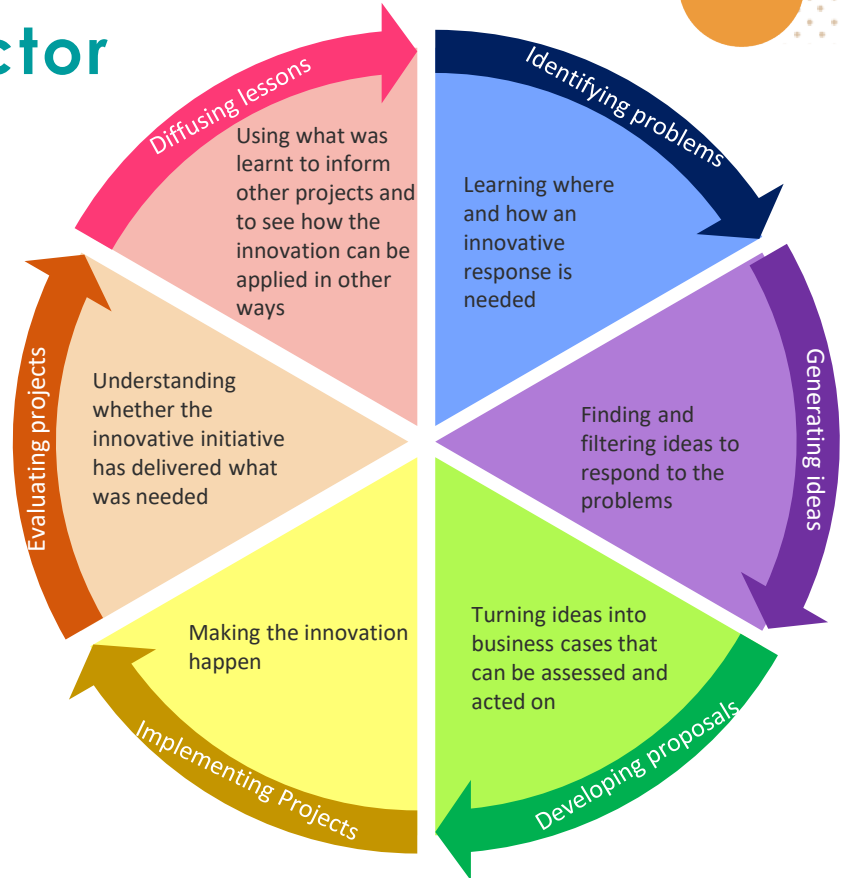
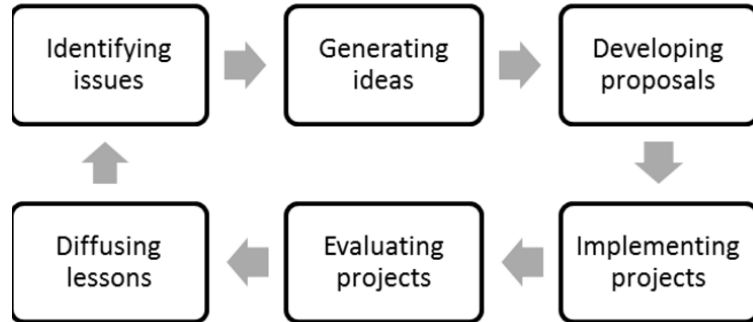
## The PricewaterhouseCoopers approach



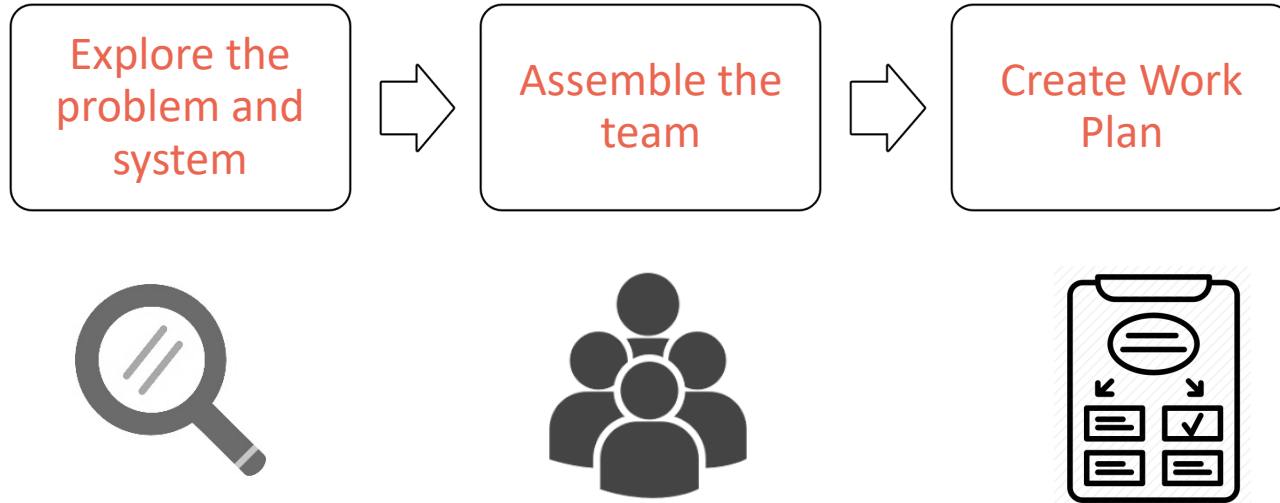


## Views from the public sector

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



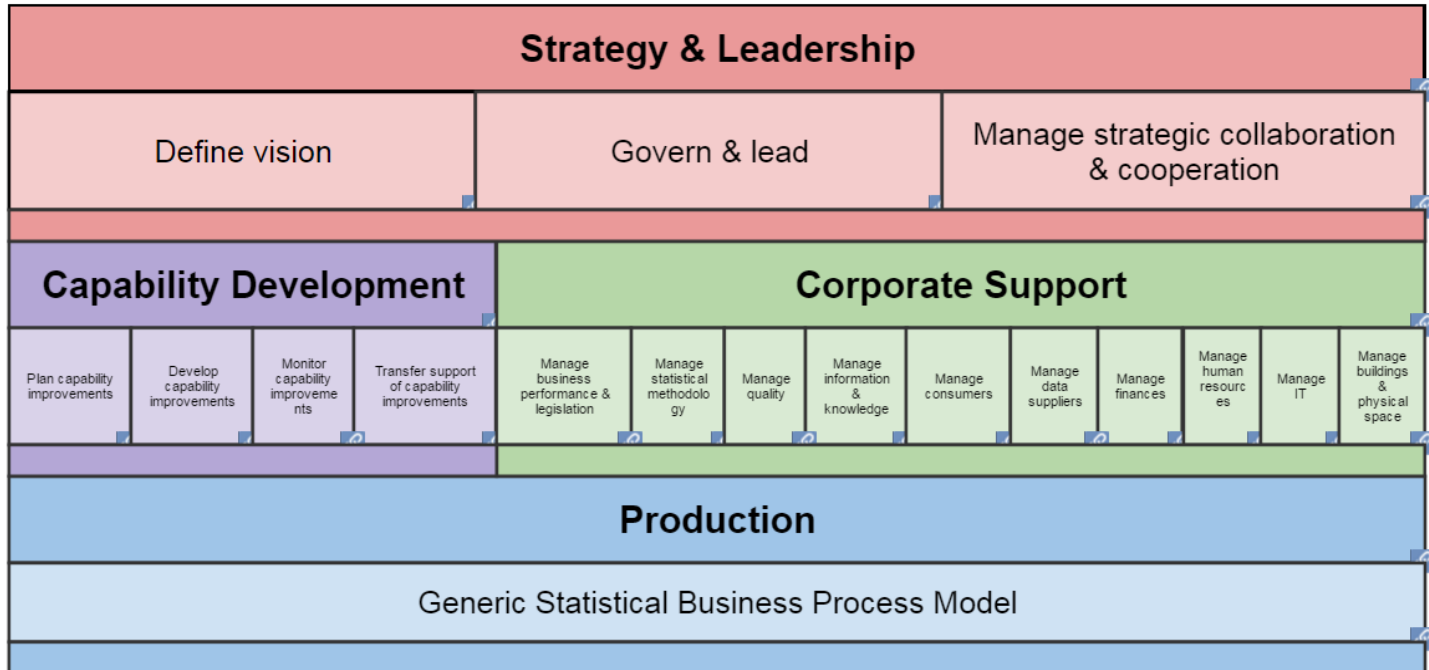
## The UNDP/Global Pulse (quasi) framework



# Drawing Parallels

Private Sector		Non-private Sector	
<b>Bassiti and Ajhoun</b>	<b>PwC</b>	<b>OPSI</b>	<b>UNDP Global Pulse (from idea to proof-of-concept)</b>
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

	Strategy & Leadership	Capability Development	Corporate Support	Production
Identifying issues	Y	Y	Y	
Generating Ideas	Y		Y	Y
Developing Proposals		Y	Y	Y
Implementing Projects	Y	Y	Y	
Evaluating Projects		Y	Y	Y
Diffusing Lessons	Y	Y	Y	

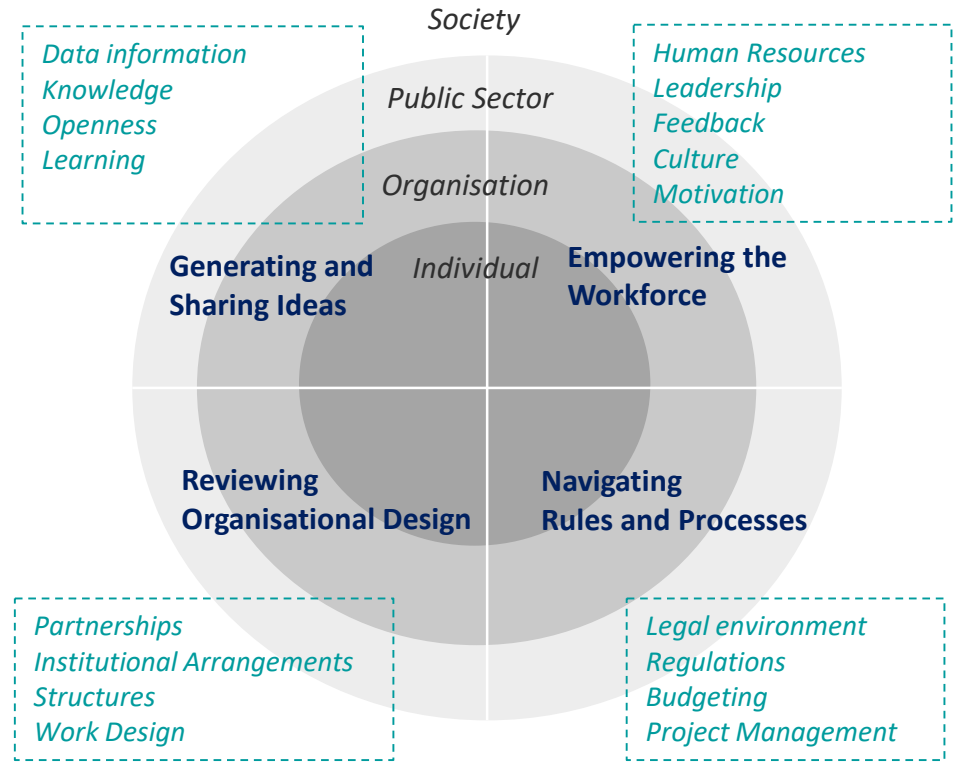


# CONDITIONS AND ENABLING FACTORS

# OPSI Framework

## 4 areas

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



# PARIS21's Capacity Development 4.0 Framework

## 3 Levels

### Individual



The individual level consists of individual capacities within a statistical organisation.



### Organisation

The organisation level involves organisation-wide practices.



### System

The system level refers to the various channels and interactions that connect individuals and organisations, whether formal or informal.



## 5 Targets

Resources

Skills and Knowledge

Management

Politics and power

Incentives



## ✦ Drawing Parallels: CD 4.0 and OPSI Clusters

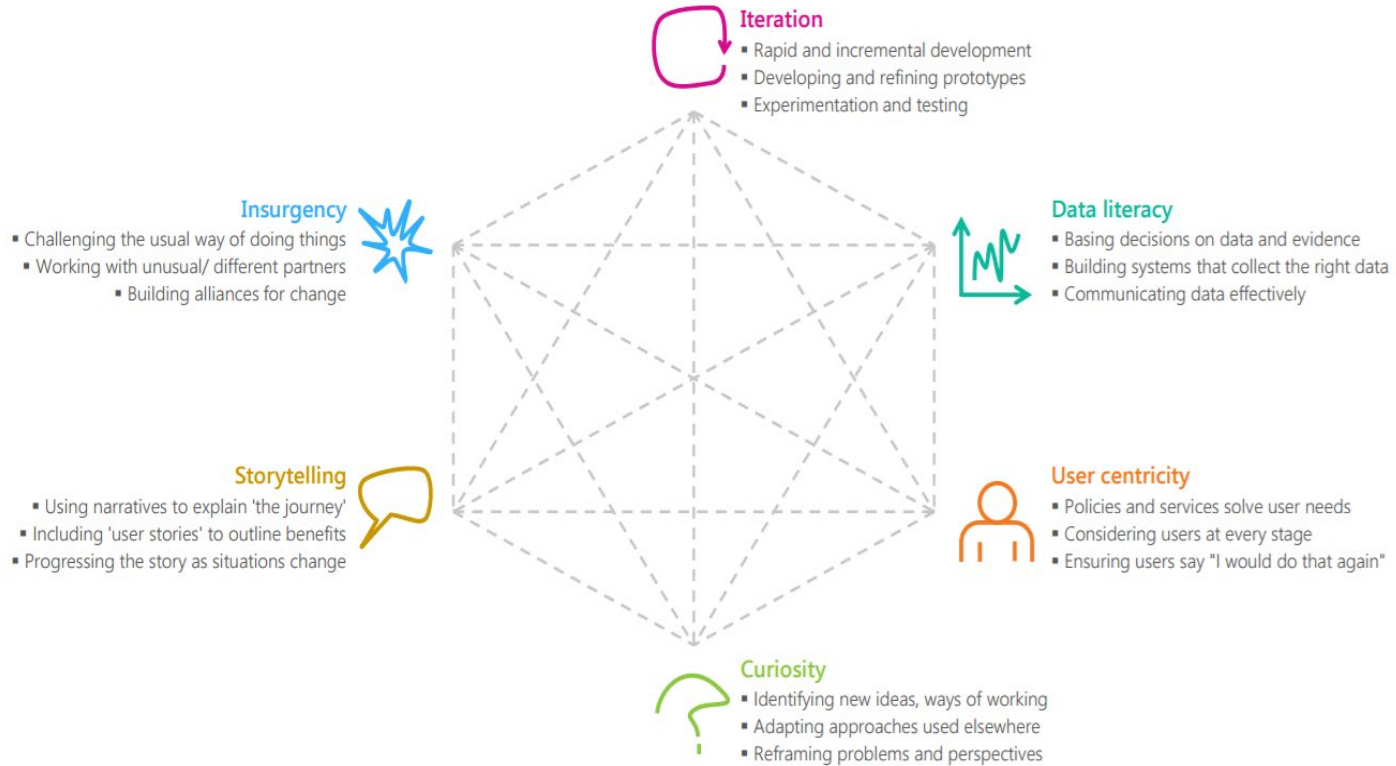
CD4.0 Levels	OPSI Levels
Individual/People	Individual
Organisation	Organisation
Enabling environment/System	Public Sector
	Society

CD4.0 Targets	OPSI Areas
Resources	People
Politics and Power	Ways of Working/Organisational Design
Skills and Knowledge	Knowledge and Ideas
Incentives	Ways of Working/Organisational Design
Management	Rules and Processes

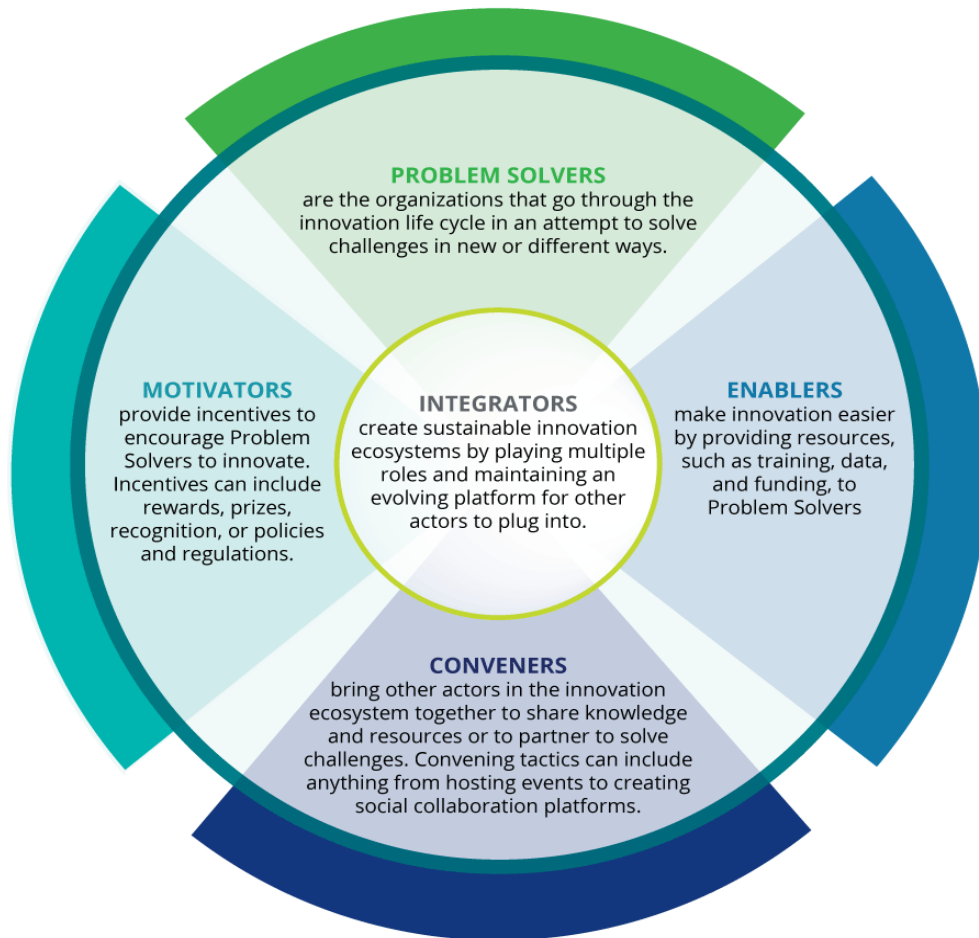


# SKILLS & CAPABILITIES

# OPSI Framework



## Other roles in public sector innovation





# CONCLUSION

## Learnings so far:

- **Innovation as a core process (aligned with modernisation agenda)**
  - **Partnerships are key**
  - **Sand-boxing (trial and error)**
  - **Capacity development in new ways**
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- P21 is collecting innovation management case studies



# Thank you!

[www.paris21.org](http://www.paris21.org)