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
Partnership in Statistics for Development in the 21\textsuperscript{st} 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


Adapted from: OECD (2017), Development Co-operation Report 2017: Data for Development
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
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’
- New area, little research/literature
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
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

- Identifying issues
- Generating ideas
- Developing proposals
- Diffusing lessons
- Evaluating projects
- Implementing projects

- Learning where and how an innovative response is needed
- Finding and filtering ideas to respond to the problems
- Turning ideas into business cases that can be assessed and acted on
- Making the innovation happen
- Understanding whether the innovative initiative has delivered what was needed
- Using what was learnt to inform other projects and to see how the innovation can be applied in other ways
- Using what was learnt to inform other projects and to see how the innovation can be applied in other ways.
The UNDP/Global Pulse (quasi) framework

1. Explore the problem and system
2. Assemble the team
3. Create Work Plan
## Drawing Parallels

<table>
<thead>
<tr>
<th>Private Sector</th>
<th>Non-private Sector</th>
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<tbody>
<tr>
<td>Bassiti and Ajhoun</td>
<td>OPSI</td>
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<tr>
<td>PwC</td>
<td>UNDP Global Pulse (from idea to proof-of-concept)</td>
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<tr>
<td><strong>Generation + Interlinking</strong></td>
<td><strong>Identifying issues</strong></td>
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<td><strong>Interlinking + Improvement + validation</strong></td>
<td><strong>Developing Proposals</strong></td>
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<td><strong>Accelerating</strong></td>
<td><strong>Assemble the team/Create work plan</strong></td>
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<td><strong>Scaling</strong></td>
<td><strong>Implementing Projects</strong></td>
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<td><strong>Evaluating Projects</strong></td>
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<td><strong>Diffusing Lessons</strong></td>
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When does data innovation happen? Checking the General Activity Model for Statistical Organisations
### Mapping between OPSI model and GAMSO

<table>
<thead>
<tr>
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<th>Strategy &amp; Leadership</th>
<th>Capability Development</th>
<th>Corporate Support</th>
<th>Production</th>
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<tr>
<td>Identifying issues</td>
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6 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

Politics and power

Management

Incentives
### Drawing Parallels: CD 4.0 and OPSI Clusters

<table>
<thead>
<tr>
<th>CD4.0 Levels</th>
<th>OPSI Levels</th>
<th>CD4.0 Targets</th>
<th>OPSI Areas</th>
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<tbody>
<tr>
<td>Individual/People</td>
<td>Individual</td>
<td>Resources</td>
<td>People</td>
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<td>Organisation</td>
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<td>Power</td>
<td>Working/Organisational Design</td>
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<td>Enabling environment/System</td>
<td>Public Sector</td>
<td>Skills and</td>
<td>Knowledge and Ideas</td>
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**OPSI Framework**

**Iteration**
- Rapid and incremental development
- Developing and refining prototypes
- Experimentation and testing

**Insurgency**
- Challenging the usual way of doing things
- Working with unusual/different partners
- Building alliances for change

**Storytelling**
- Using narratives to explain ‘the journey’
- Including ‘user stories’ to outline benefits
- Progressing the story as situations change

**Data literacy**
- Basing decisions on data and evidence
- Building systems that collect the right data
- Communicating data effectively

**User centricity**
- Policies and services solve user needs
- Considering users at every stage
- Ensuring users say “I would do that again”

**Curiosity**
- Identifying new ideas, ways of working
- Adapting approaches used elsewhere
- Reframing problems and perspectives
Other roles in public sector innovation

- **Problem Solvers**: are the organizations that go through the innovation life cycle in an attempt to solve challenges in new or different ways.

- **Motivators**: provide incentives to encourage Problem Solvers to innovate. Incentives can include rewards, prizes, recognition, or policies and regulations.

- **Integrators**: create sustainable innovation ecosystems by playing multiple roles and maintaining an evolving platform for other actors to plug into.

- **Conveners**: bring other actors in the innovation ecosystem together to share knowledge and resources or to partner to solve challenges. Convening tactics can include anything from hosting events to creating social collaboration platforms.

- **Enablers**: make innovation easier by providing resources, such as training, data, and funding, to Problem Solvers.
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

- P21 is collecting innovation management case studies
Thank you!

www.paris21.org