



NETWORK ON SYSTEMIC PUBLIC ADMINISTRATION REFORM

H2020-INSO-2015 call wants...

- **Scope:**
 - ✓ stimulate and support the establishment of a 'Social Innovation Community' of researchers, social innovators, end users (citizens) and policy-makers.
 - ✓ bring together on the one hand research actions and results and on the other implementation actions, new initiatives, and policy developments.
 - ✓ take account of existing networks and platforms in the field, and build upon and expand existing coordination actions with active communities of practices and related stakeholders
 - ✓ within the scope of the action are evidence and methodologies that contribute to social innovation up-scaling

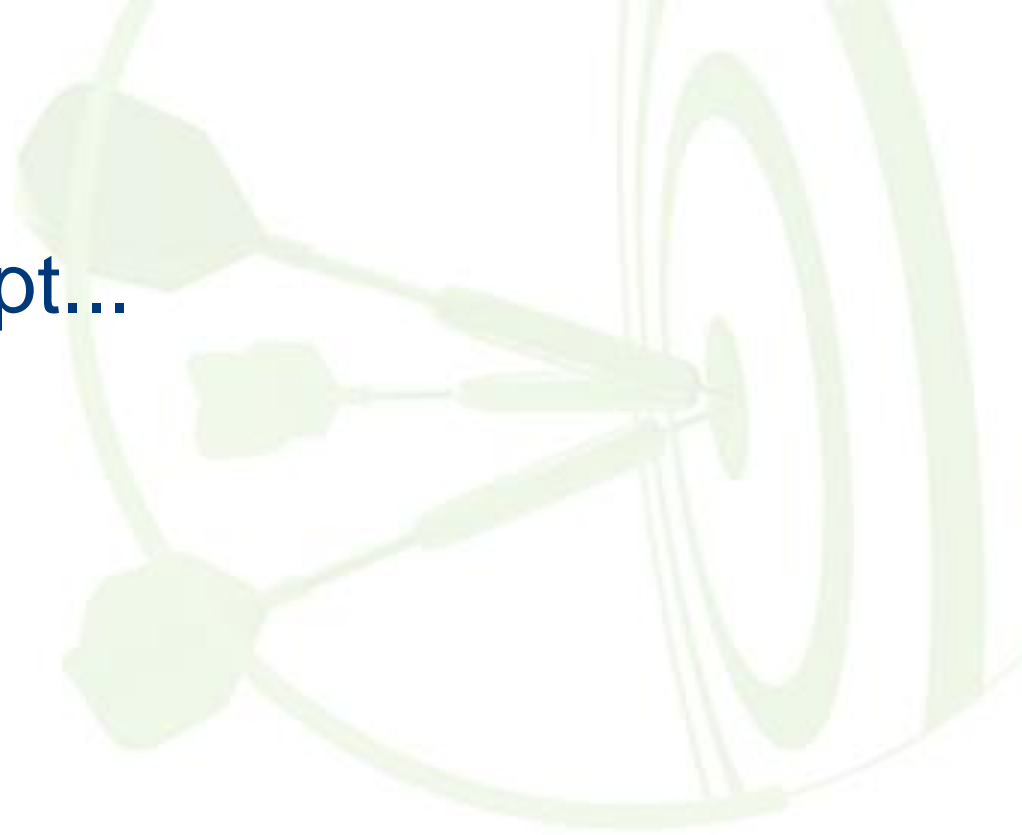
H2020-INSO-2015 call wants...

- Activities should include:
 - ✓ brokerage events to enhance the networking of on-going research and experimentation projects
 - ✓ information and awareness activities through the gathering of researchers and various stakeholders, including civil society organisations, citizens' groups, private actors, policy-makers, user groups and other networks
 - ✓ ensuring the best possible use of the research results and setting up of a mix of dissemination tools targeting different stakeholders at EU, national and local level
 - ✓ events aimed at identifying priorities for collaboration and research gaps and needs and future actions
 - ✓ supporting grassroots experiments, replication, incubation and policy uptake of research results ('up-scaling');
 - ✓ setting up of a network of 'Local Facilitators' for a better dissemination and uptake at all levels.

H2020-INSO-2015 call wants...

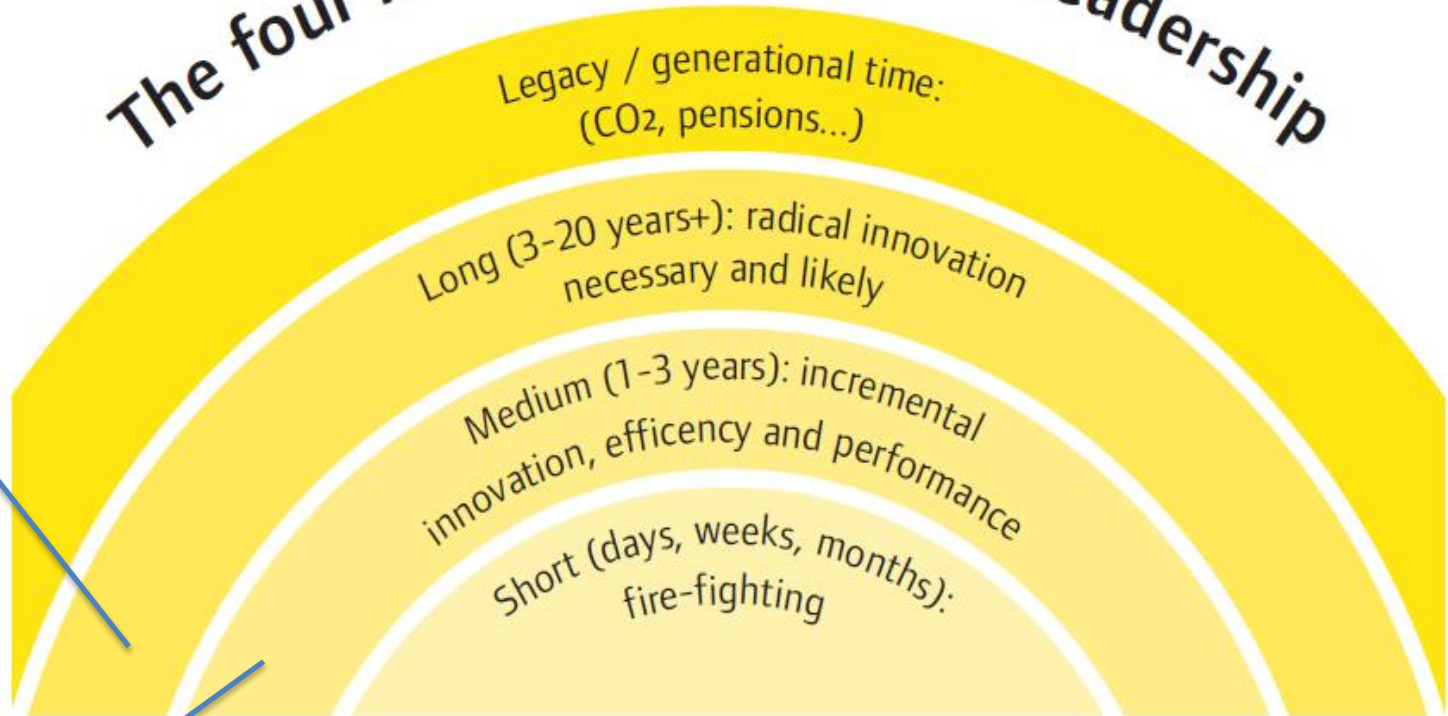
- Impact
 - ✓ enable convergence towards a common understanding of social innovation as a tool and outcome
 - ✓ facilitate the policy uptake of research results and experimentation activities
 - 'what works'/'what does not work' and under what conditions

Our proposed concept...



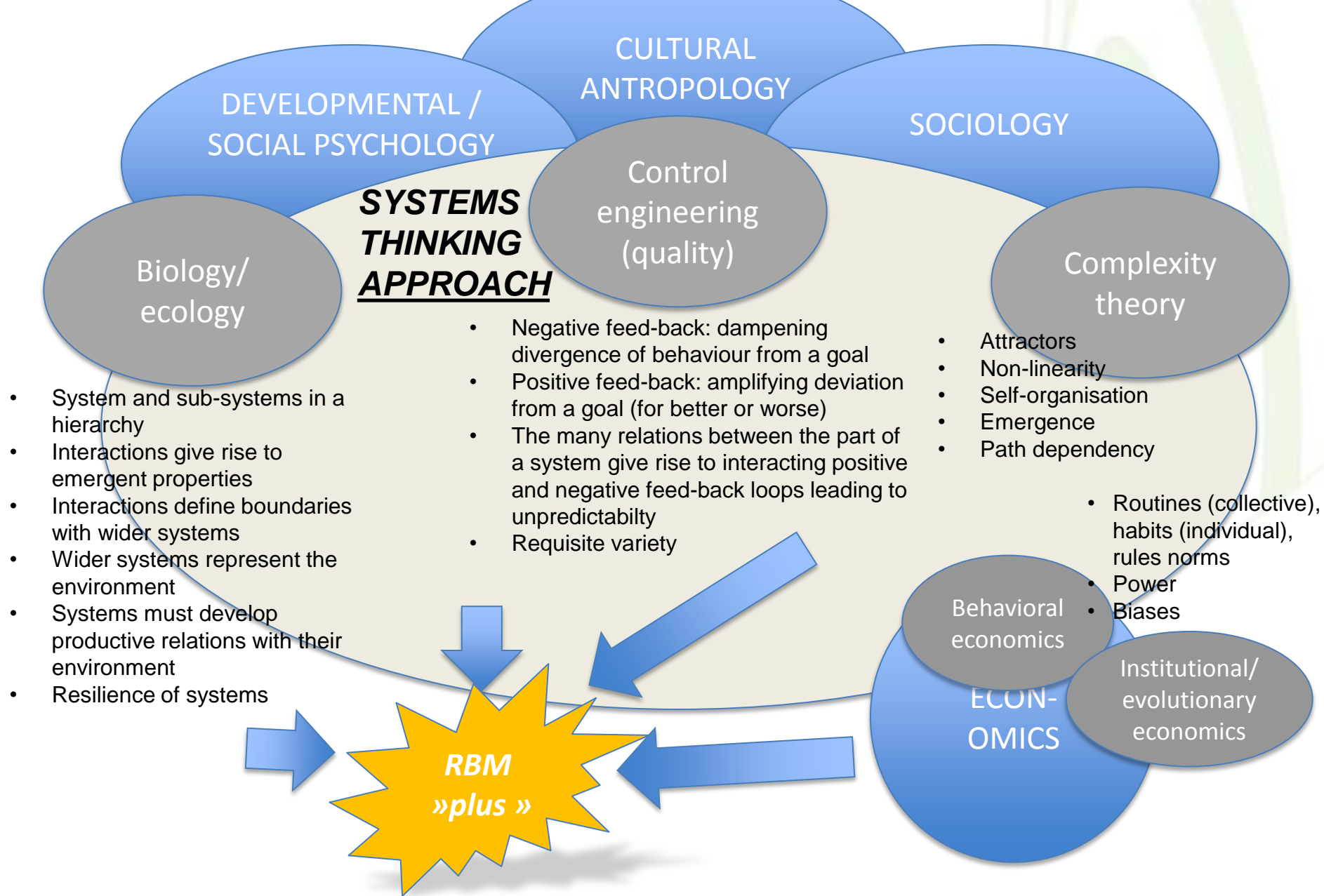
Doing the
(new) right
things in
managing the
public sector!
= **FOCUS** of
the network

The four horizons of effective leadership



Doing (current) things “right” in
managing the public sector!
= **NOT** the focus of the network

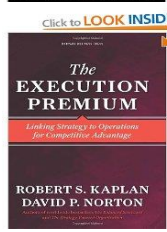
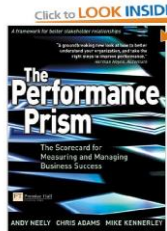
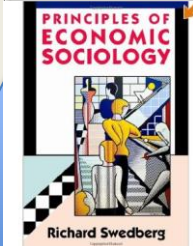
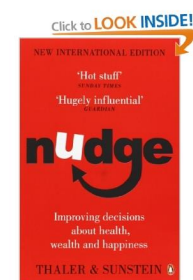
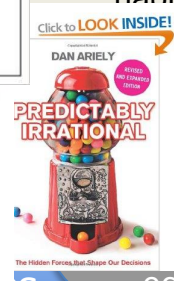
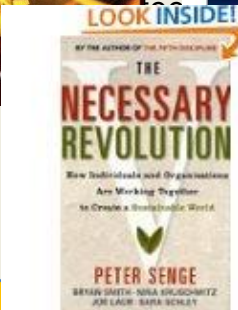
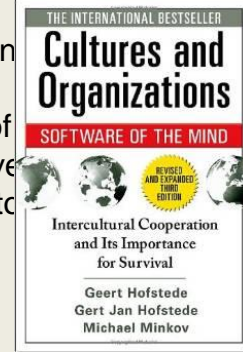
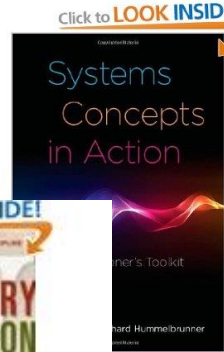
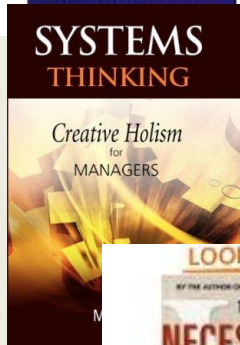
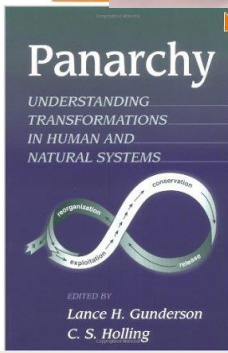
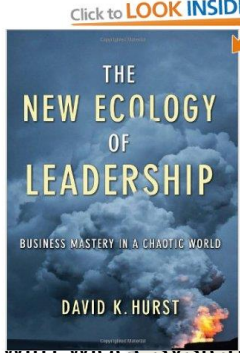
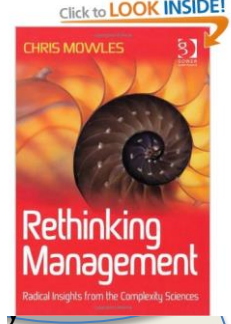
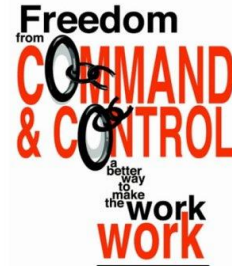
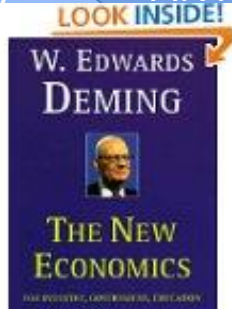
Source: Ready or not? Taking innovation in the
public sector seriously. G. Mulgan. NESTA. 2007



DEVELOPMENTAL /
SOCIAL PSYCHOLOGY

CULTURAL
ANTHROPOLOGY

SOCIOLOGY

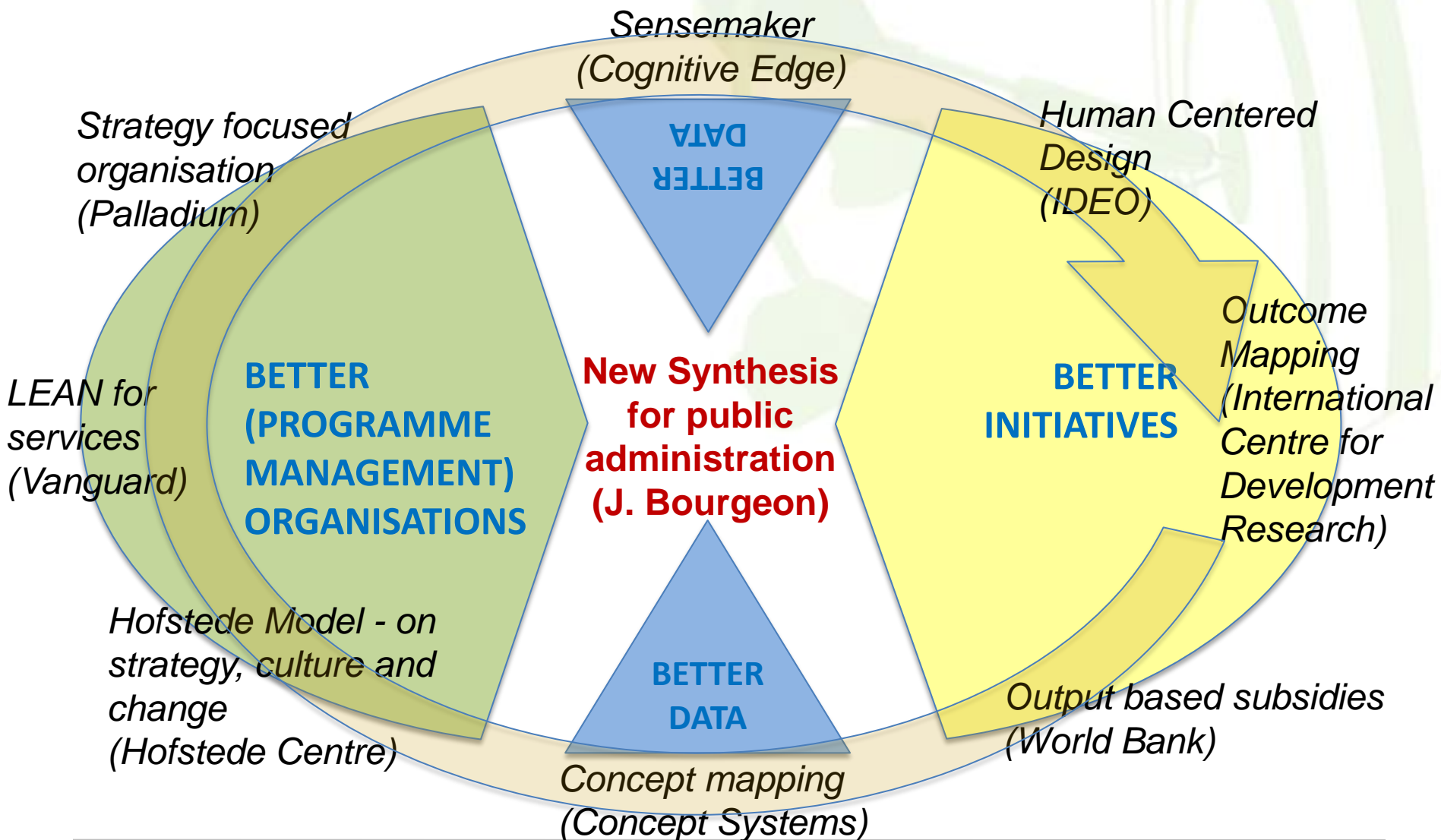


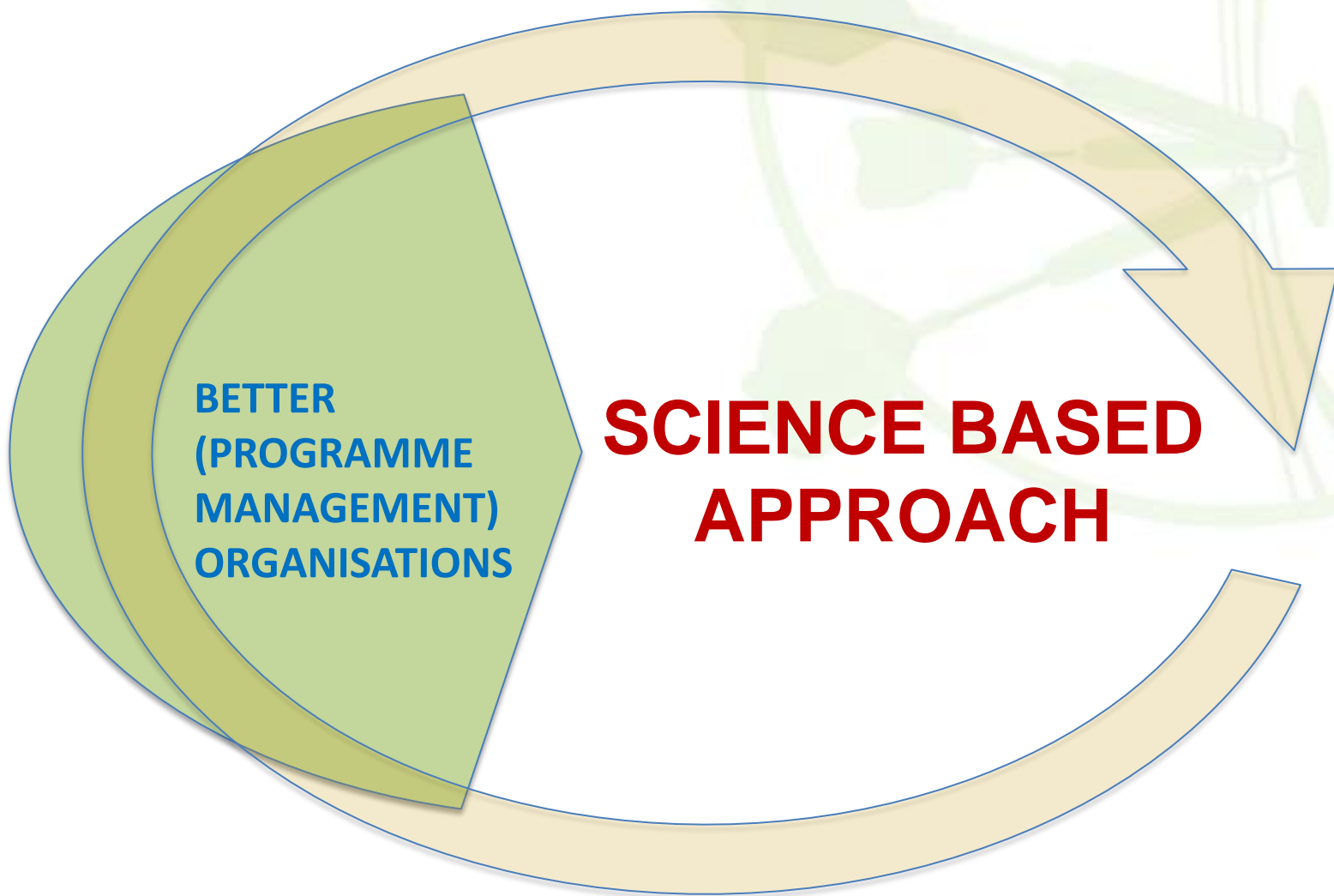
Applying resilience thinking
Seven principles for building resilience in social-ecological systems

Stockholm Resilience Centre
University of Twente
Wageningen University & Research
ANVISA



Key tools





**BETTER
(PROGRAMME
MANAGEMENT)
ORGANISATIONS**

**SCIENCE BASED
APPROACH**



**SCIENCE BASED
APPROACH**

**BETTER
INITIATIVES**



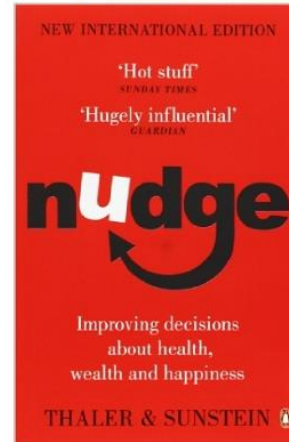
GSR Behaviour Change Knowledge Review

Reference Report: An overview of behaviour change models and their uses

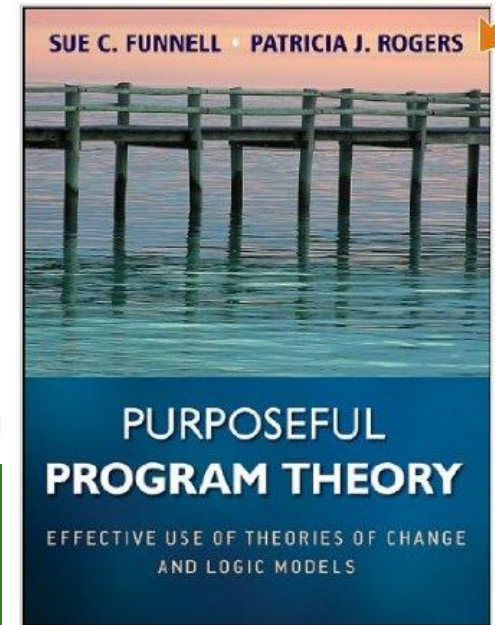
Andrew Darnton, Centre for Sustainable Development, University of Westminster

July 2008

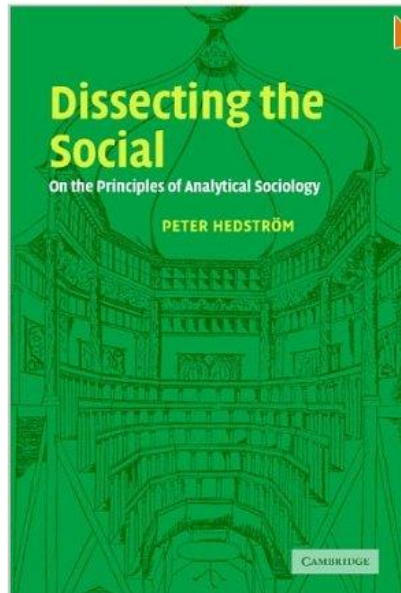
Click to **LOOK INSIDE!**



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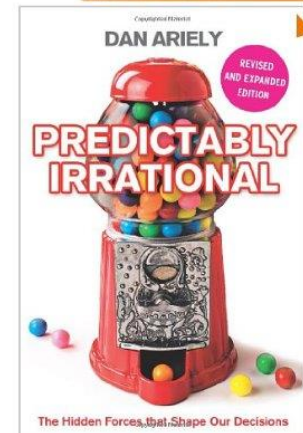
Produced by the London Collaborative
Revised edition May 2010

The Capital Ambition guide to behaviour change

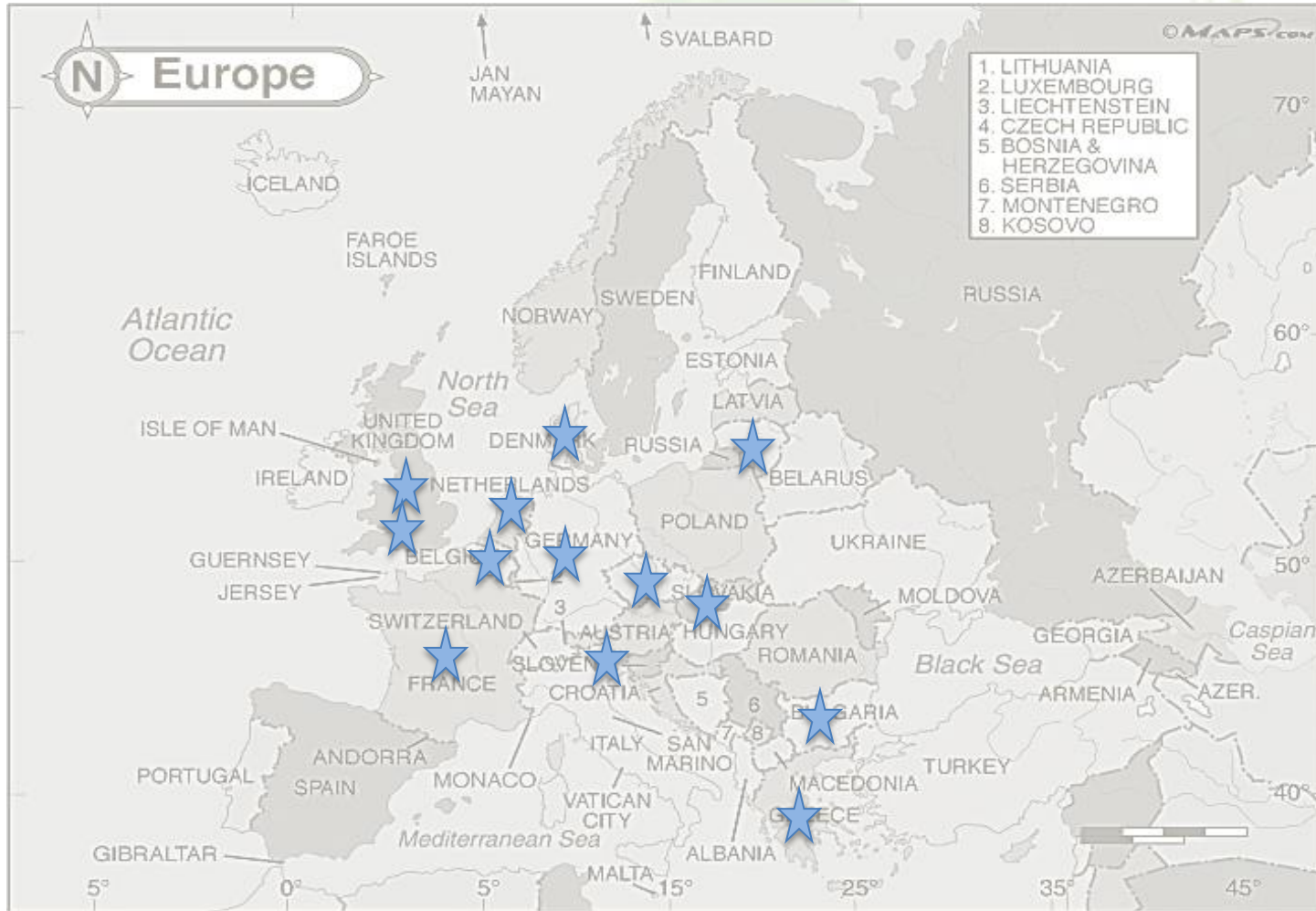
the london collaborative



Click to **LOOK INSIDE!**



Community of Practice
on Results Based Management



Concept

- Experts across the EU (and beyond) have already demonstrated how systemic innovation in public service design and delivery can yield drastic improvements in performance
- Experts however are not always reinforcing each other's practice, claiming to have the one best approach
- Academics in the social sciences have been studying a wide range of aspects relating to motivation, culture, institutions, behavioural change,...
- However, academics have had a hard time adding value to practice as conducted by experts
- These two worlds need to reinforce each other based on a bigger picture of systemic innovation

Concept

- The EU is spending considerable amounts of money via the European Social Fund on public administrative capacity building
- However, the challenges facing the public sector require more systemic approaches to reform that are neither recognised within existing capacity building measures nor easy to finance under regular ESF frameworks
- ESF leaders and architects of public reform (in Ministries of finance, interior, government / prime minister's offices...) need to find each other in their respective countries to be able to use the new approaches within an ESF framework

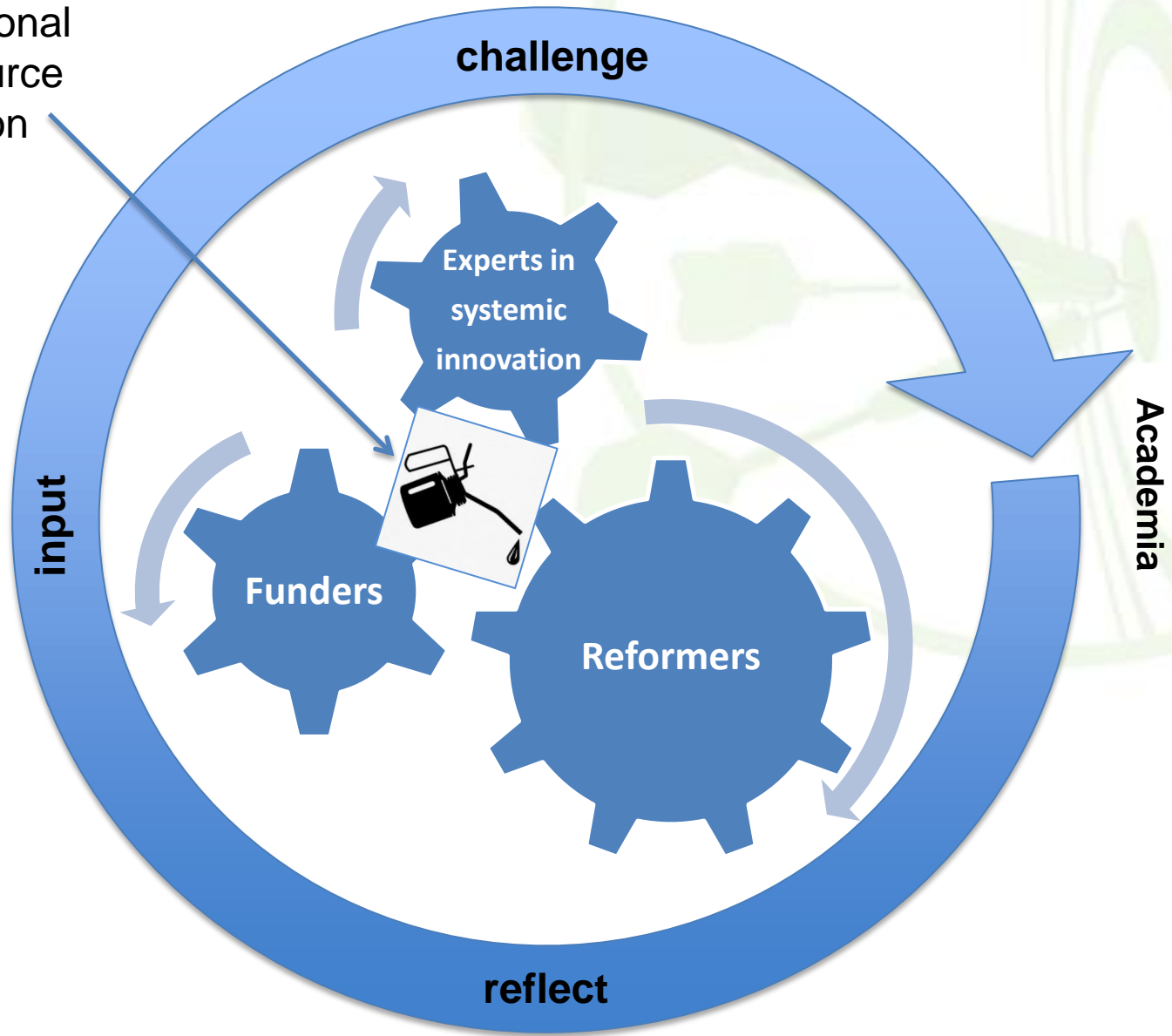
Concept

- Bridge the gaps:
 - ✓ experts-experts
 - ✓ academia-experts
 - ✓ reformer-experts
 - ✓ reformer-funder

Emphasis on
action learning



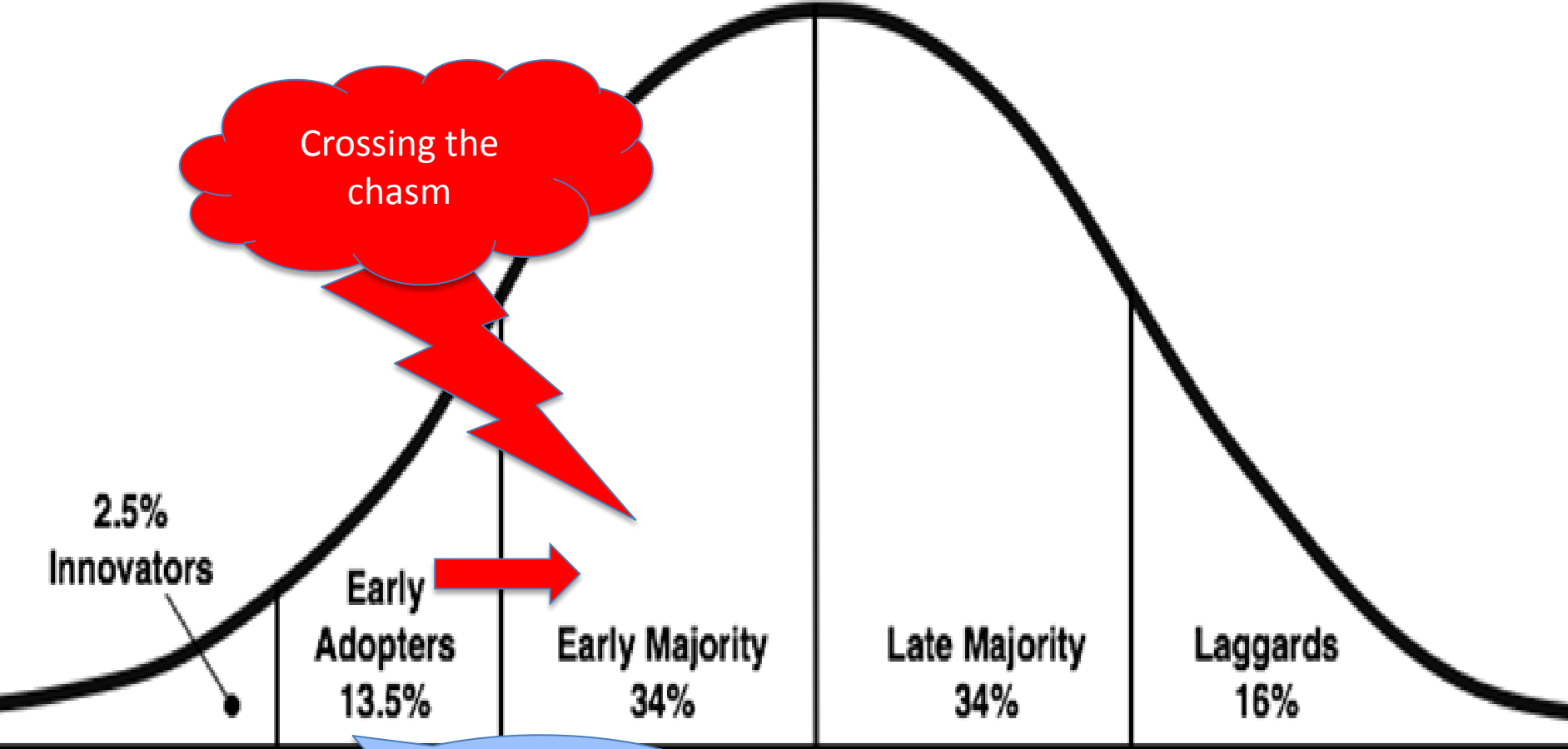
=national resource person



If everyone agrees and supports an idea... it's by definition not an innovation!

This applies to management approaches too!

Open for innovation?



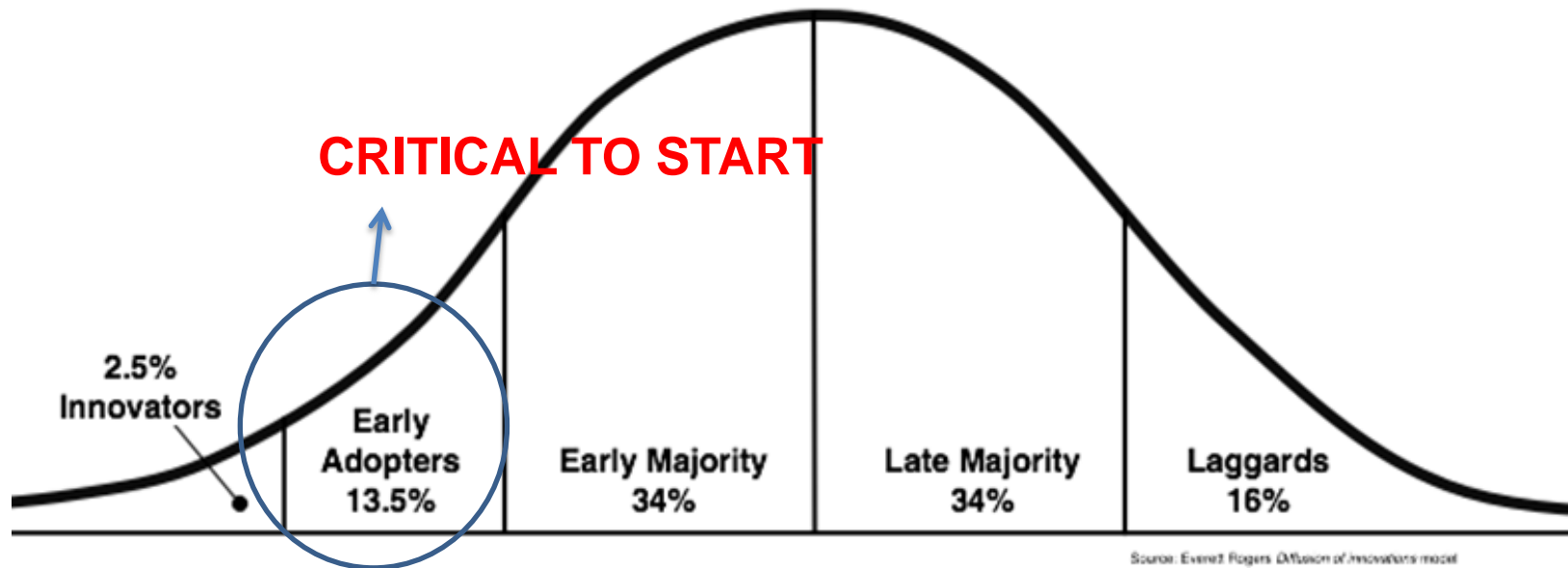
Source: Everett Rogers, Diffusion of innovations model

pilot and demonstrate

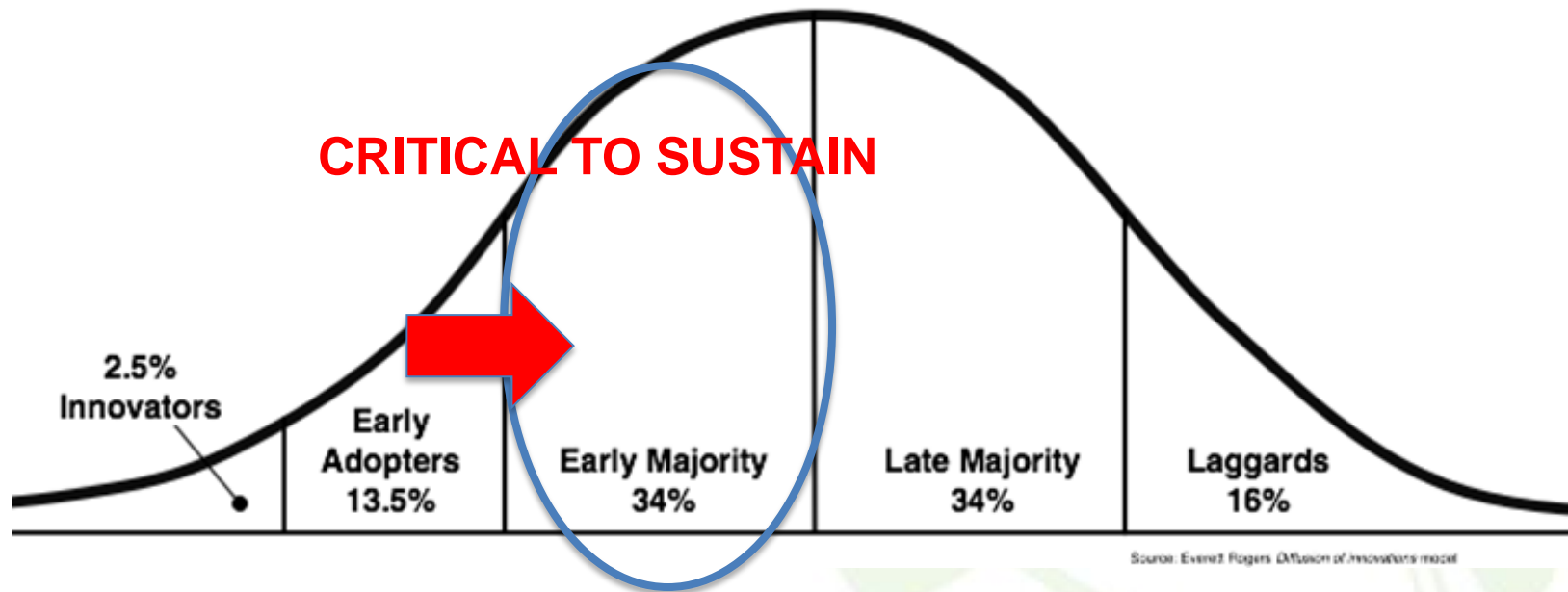


Source: Moore, Diffusion of innovations, 2003





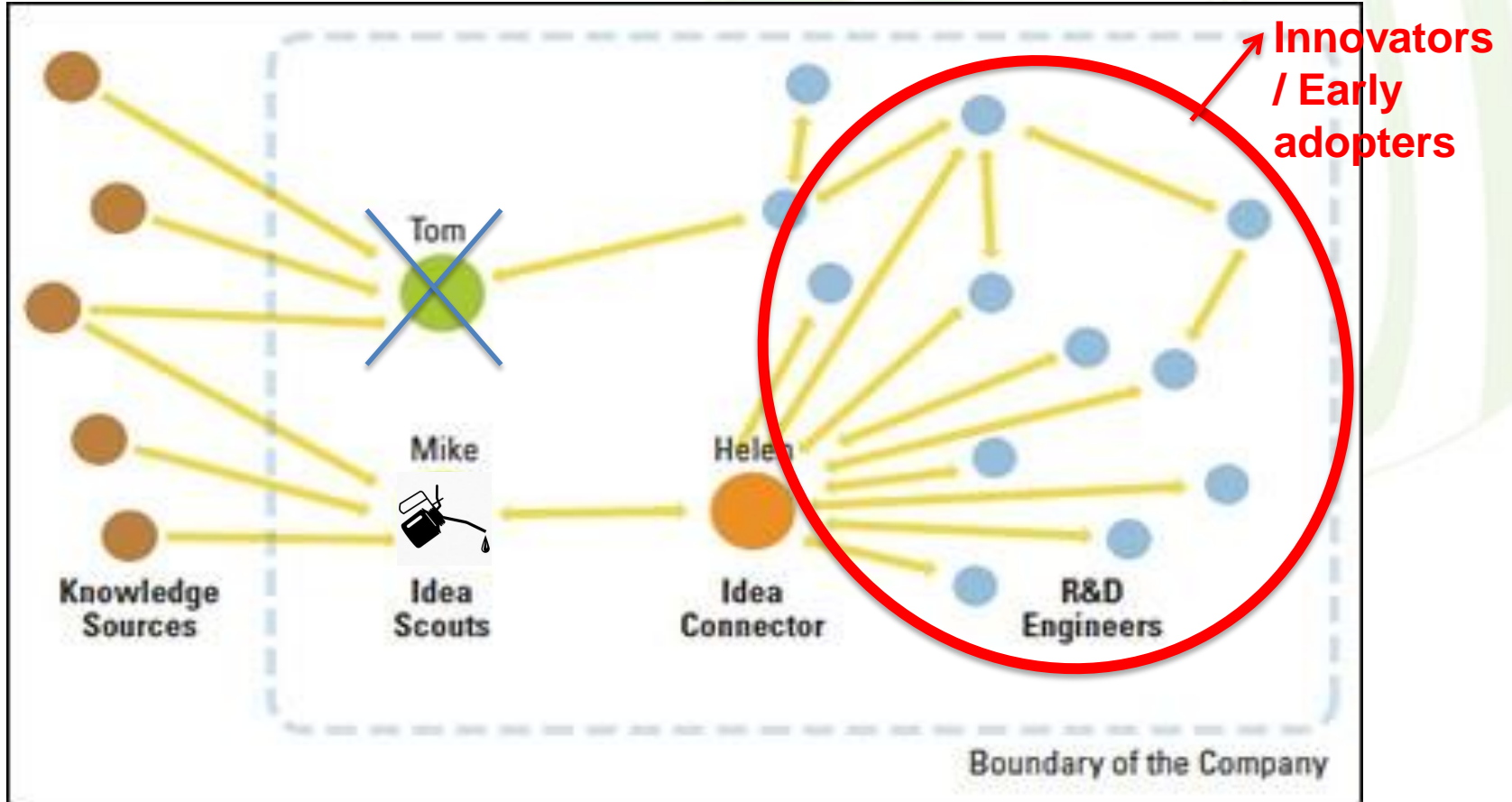
- Innovators - These are people who want to be the first to try the innovation. They are venturesome and interested in new ideas. These people are very willing to take risks, and are often the first to develop new ideas. Very little, if anything, needs to be done to appeal to this population. They can bring in the new ideas first, but they are rarely widely respected leaders but **tend to be “technicians” who have complex technical knowledge.**
- Early Adopters - These are people who represent **opinion leaders**. They enjoy **leadership roles**, and embrace change opportunities. They are already aware of the need to change and so are very **comfortable adopting new ideas**. Strategies to appeal to this population include how-to manuals/trainings and information sheets on implementation. They do not need information to convince them to change. THEY reduce uncertainty for others.



- Early majorities are pragmatists, comfortable with moderately progressive ideas, but **won't act without solid proof of benefits**. They are followers who are influenced by mainstream fashions and wary of fads. They want to hear “industry standard” and “endorsed by normal, respectable folks”.
- Early majorities are **cost sensitive and risk averse**. They are looking for simple, proven, better ways of doing what they already do. They require **guaranteed off-the-shelf performance, minimum disruption, minimum commitment of time, minimum learning, and either cost neutrality or rapid payback periods**. And they hate complexity. They haven't got time to think about your innovation. They want to hear “plug-and-play”, “no sweat” or “user-friendly” and “value for money”.



A successful national resource person (e.g. Mike) creates a network of idea connectors and feed them with ideas, know-how and experts. Connecting directly with innovators and early adopters (e.g. Tom) is not realistic as one resource person cannot know the organisations well-enough.



Based on: Creating employee networks that deliver open innovation, MIT Sloan Man
Rev 2011

1. SYSTEMS FAILURE AND SYSTEMS THINKING PROFESSOR JOHN SEDDON	5
6. HUMAN-CENTRED SYSTEM INNOVATION: TRANSFORMING PERCEPTIONS OF WHAT A 'SYSTEM' CAN BE JESPER CHRISTIANSEN, MINDLAB	18

SYSTEMIC INNOVATION:

The teams and funds making innovation happen in governments around the world
Ruth Puttick, Peter Bouch & Philip Collyer

- 17 Behavioural Insights Team
- 46 MindLab
- 37 La 27e Région

Nesta... Bloomberg Philanthropies

Vanguard (NL, UK,...)

MINDLAB (DK)

27ième region (FR)

Behavioural Insights Team (UK)

GPOBA (World Bank)



Hertie School of Governance (GE)

University of Hull
Centre for Systems Studies (UK)

Experts

Reformers

University of Antwerp (BE)

Academia

Lithuania

Slovakia

Czech Republic

Bulgaria

Greece

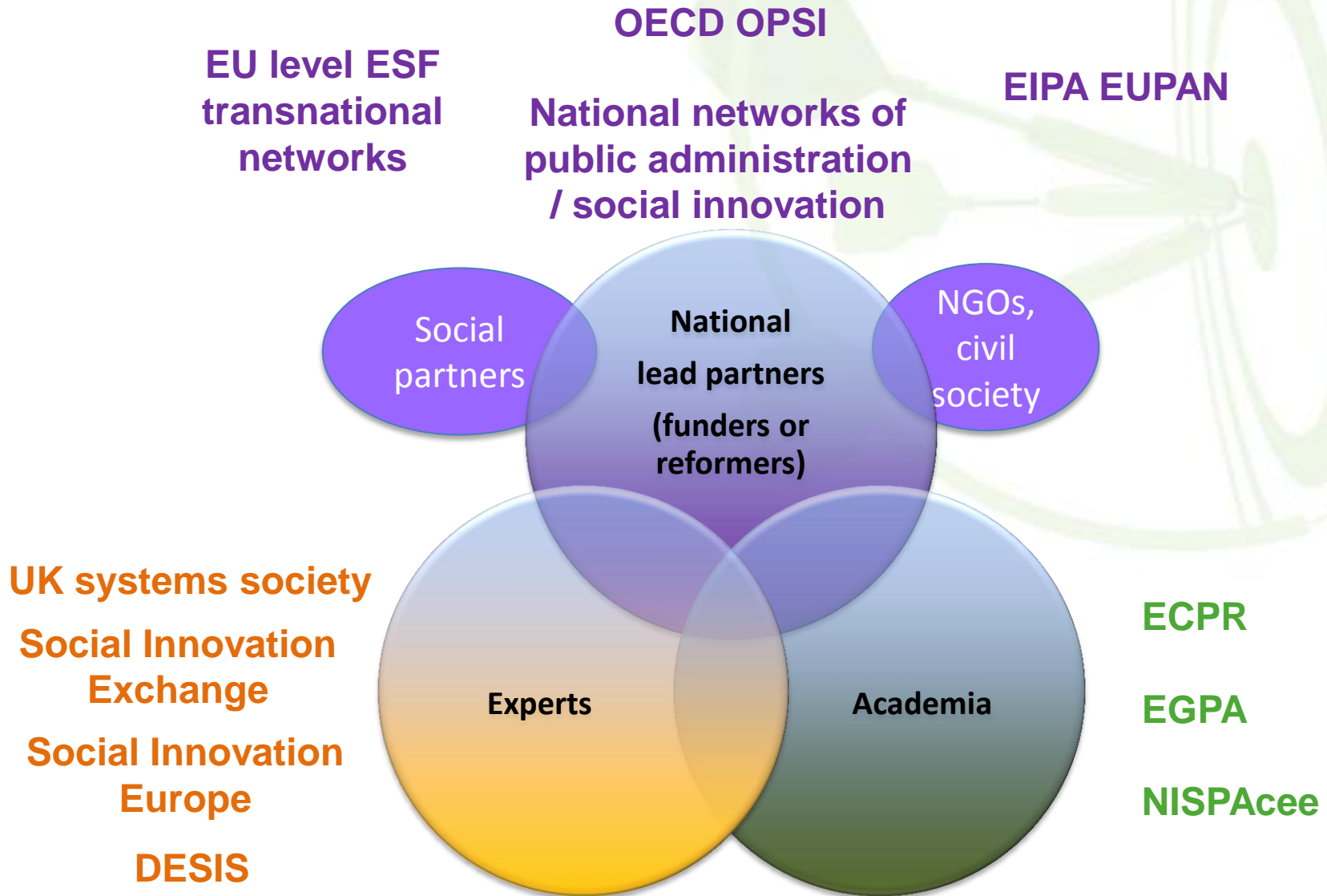
Slovenia



European Social Fund



WIDER CONNECTIONS WITH THE PARTNERSHIP



Who does what?

- At country level a lead partner hosts one FTE dedicated as a national resource person who:
 - ✓ Builds links between ESF and reformers and relevant national networks (of public service, NGOs, civil society, social partners)
 - ✓ Stimulates and supports ESF in rethinking its procedures to facilitate systemic innovation
 - ✓ Stimulates and supports reformers in understanding and applying innovative approaches
 - ✓ The lead partner –e.g. a relevant public service involved in reform or ESF or a knowledge institute- provides a “home” for the national resource person
- Experts in systemic innovation:
 - ✓ Transfer knowledge to national resource persons and reformers/funders via training, study visits, mentoring
 - ✓ On “call”, ready to be “pulled” by national resource persons to help ESF/ reformers move forward

Who does what?

- **Academia:**
 - ✓ Bring in existing research to challenge / underpin the various experts
 - ✓ Stimulate experts to further develop their approaches and complement each other
 - ✓ Research selected interventions by reformers/funders as cases
 - ✓ Research the network as a system
- **Coordination:**
 - ✓ Linking pin between all actors (using network events, newsletters,...)
 - ✓ Keeps track of developments at all levels (EU, national, partners, stakeholders)
 - ✓ Ensures the project proceeds smoothly
 - ✓ Produces practical support materials for the reformers/funders based on input from experts/academics and practice by reformers/funders
 - E.g. e-learning, how-to manuals, ...

Back to the EC call...



H2020-INSO-2015 call recap

- Activities should include:

- ✓ brokerage events to enhance the networking of on-going research and experimentation projects

Academia / experts support reformers/funders

- ✓ information and awareness activities through the researchers and various stakeholders, including organisations, citizens' groups, private actors, user groups and other networks

National resource person / coordination (EU level)

- ✓ ensuring the best possible use of the research setting up of a mix of dissemination tools targeting different stakeholders at EU, national and local level

Academia

- ✓ events aimed at identifying priorities for collaborative research gaps and needs and future actions

National resource person/ coordination (EU level) with input from reformers/funders

- ✓ supporting grassroots experiments, replication, incubation and policy uptake of research results ('up-scaling')

Reformers/funders observed by academia

- ✓ setting up of a network of 'Local Facilitators' for dissemination and uptake at all levels.

H2020-INSO-2015 call recap

- Impact

- ✓ enable convergence and a c

- understanding of social innovation
and outcome

- ✓ facilitate the policy uptake of rese

- and experimentation activities

- 'what works'/'what does not work' a
 - conditions

Academics
research selected
interventions by
reformers/funders as
cases and research the
network as a system

Examples appear in
OPSI database as well
as EPSA competitions