

INNOVATIVE POLICY LABS IN THE PUBLIC ADMINISTRATION

WHAT IS A POLICY LAB?

A Government Policy Lab or an Innovation Lab is a specialist team, working in a creative space, which aims to tackle complex challenges in the formulation and implementation of government policy. Labs experiment with and propose innovative public services and policies; at the same time, they try to reform and change the way government operates. Policy Labs are characterised by strong connections to the public sector, academia and civil society.

Policy Labs are increasingly being set up by national administrations that are seeking to implement new methods of policy development across government, and they have already contributed significant economic and social benefits to the areas in which they are active. The European Commission has its own EU Policy Lab, and recently created the Lab Connections event and network, which aims to create an open space for collaboration between policy labs and policy-shapers at local, regional, national and EU level.

HOW DOES A POLICY LAB TYPICALLY WORK?

Policy Labs usually involve a small team (4-10 people) that between them have experience of all relevant areas of policy innovation (e.g. project management, software design, data visualisation, communications, facilitation, research and development and etc.). The core team is often supplemented during specific projects by seconded experts from Ministries, who bring their policy expertise, and by university students or interns. Policy Labs can be internal to public administrations, housed in one or more ministries, or external contractors employed for individual projects.

Policy Labs use a range of tools for policy innovation. These can include: workshops with policy teams and stakeholders that aim to stimulate innovative ideas; research and data collection; trials to test new methods; and online open policy toolkits. The service provided will depend on the requirements of the project. Input from Policy Labs is not limited to one stage of the policy-making process.

WHAT IS THE CURRENT STATUS OF POLICY LABS IN THE EU?

According to a recent EU report on public policy labs in EU Member States¹, 53% of EU Member States' National-Level Policy Labs that responded focus on innovation in the public sector. Other common themes include: healthy and inclusive societies (21%); jobs and growth

¹ <http://blogs.ec.europa.eu/eupolicylab/files/2016/10/Mapping-policy-labs-in-EU-MS.pdf>

(21%); and economic development (21%). Behavioural Insights Labs have successfully worked on policy areas that involve encouraging citizens to uphold their obligations (e.g. paying tax, attending medical appointments).

SUMMARY OF THE RESPONSES TO THE QUESTIONNAIRE

Under the Bulgarian Presidency a new study has been conducted on the Innovation Policy Labs, focusing on their structure, functioning, organizational model, funding and project selection. We received 24 completed questionnaires with contributions from 21 EU Member States, Switzerland, Norway and the European Commission. The full results of this study are presented in the body of this report.

The vast majority of responding administrations reported that they either already have policy labs or they plan to create one. Only a small number of respondents stated that they do not have a policy lab and have no plans to have one in the future. This shows the extent to which labs and behavioral insights have now become integrated in public sector policy making in a relatively short time: most of the existing policy labs were founded after 2010. So the use of policy labs is now extensive across Europe and it is likely to increase in the future as the number of labs expands and the number and complexity of public policy issues that cannot be dealt with successfully using standard tools, increases. Nevertheless, the ways that policy labs are structured and the type of work they do vary significantly between respondents.

The subject focus of the policy labs is evenly split between generalist labs and specialist labs. The remit of generalist labs is to improve policy making and the quality of public administration in any subject area. Innovations from this type of lab can include programs to motivate public officials to adopt more innovative methods in their work or initiatives to promote transparency and digitalization. Specialist labs tend to have a much narrower focus on a particular set of policy challenges e.g. taxation, artificial intelligence or the environment. In a small minority of cases the labs are specialized in terms of the methods used – namely they focus on using behavioral insights to address policy challenges. The range of topics, covered by policy labs across Europe, shows that they can be used to address many diverse policy issues.

How effective are the policy labs at developing new policies? The role of the labs in the policy making process varies depending on their status within the government. The vast majority of respondents report that their policy labs are involved in the early stages of policy design (e.g. problem identification, piloting and policy development). This seems highly appropriate since in order to promote innovation, policy labs need to influence the development of new policies. A minority of respondents said that their labs are also involved in later phases of the policy development process e.g. monitoring and evaluation.

The **strategic influence** of a lab will have an impact over how influential it can be. Perhaps for this reason policy labs tend to be located in the centre of government, either with the Secretary

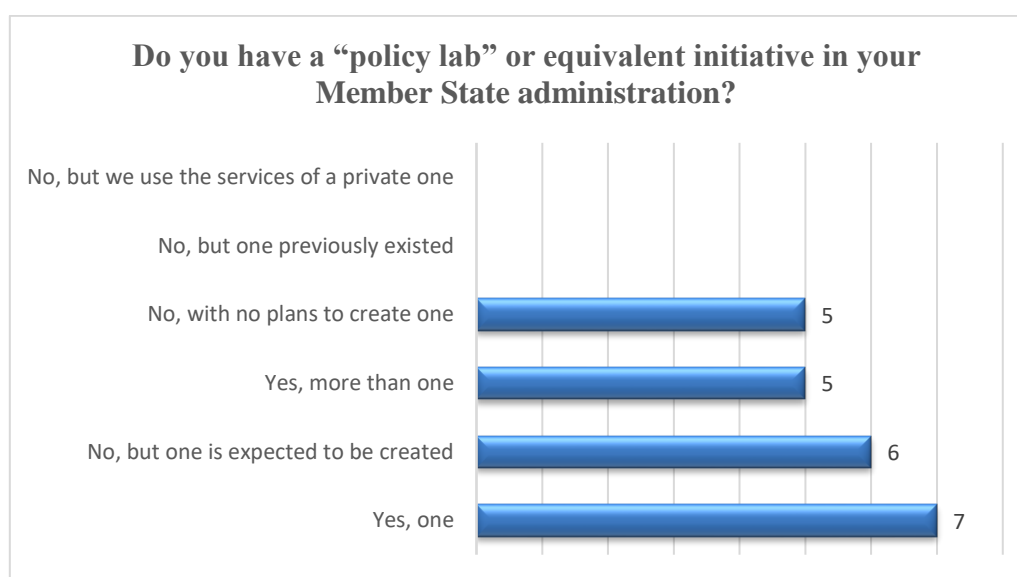
General or in a specialized unit in a Ministry. However, a large minority of respondents reported some innovative organizational structures, which tend to include greater independence from political influence e.g. a shared unit across multiple different ministries/municipalities or a free standing organization outside of a Ministry.

Differences in the **resourcing** of the labs will also impact their capability to take on large and complex projects. One important aspect of this is skilled staff. The human resource requirements for a lab will vary depending on its focus, of course. For this reason Member States report a wide variety of skills among the staff in their labs ranging from project management (the most common skill) to niche areas such as data analysis. In terms of funding, most labs have an annual budget of between 100,000 – 2,000,000 EUR and these funds are usually evenly split between staff costs and other costs. The sources of this funding vary widely. In most cases funding is a combination of domestic government funding together with EU funds from various instruments (ERDF, ESF, Horizon 2020 or other technical assistance). In a small number of cases the labs are funded privately or by paid services.

Member States reported that the **activities** of their policy labs are largely self-directed i.e. labs have the independence to identify their own priorities and projects. In a minority of cases politicians have a direct influence over the selection of projects in the lab. In terms of the **challenges** faced by labs in their work a significant number of respondents report that their biggest issue is how to demonstrate the value of the lab's work. This is related to the fact that innovation is very difficult to measure. If a project delivers a new and high quality service but does not save money, this positive result can be difficult to quantify. As policy labs become further integrated into the policy landscape, addressing the measurement of their impact will be an even more important issue for the future.

SUMMARIZED RESULTS OF THE QUESTIONNAIRE

Do you have a “policy lab” or equivalent initiative in your Member State administration?



The majority of the countries, who have provided answers to the questionnaires, have one policy lab or equivalent initiative in their administration. According to the information given, some Member States don't have a policy lab but they are planning to create one. There is a significant minority of Member States who do not currently have a policy lab and have no plans to create one in the future. No respondents answered that they used to have a policy lab but no longer have one, or that they use the services of a private lab.

Summary of the characteristics of national models

CH: So far, there has been very restricted use of policy labs on the Federal level and there are no plans at present to make wider use of them in the near future.

CZ: A research among the Czech ministries and their subordinate service authorities was conducted with a result that no ministry currently operates a Policy Lab and only one ministry would be considering creating one.

ES: At central administration level, we do not have any real “policy lab” but we have an “Innovation Working Group” in operation within our Inter- administrative Network.

Other relevant initiative at central level is the Innovation Awards annual Programme, that was launched in 2005 by a central Act, but the target are public sector organizations from the three government levels.

In Spain there are also an innovation on line platform called “Novagob” and an innovation club (CIP), both of them supported by non-governmental associations.

At local level they also have other innovative actions but we cannot provide more information about that because of the Spanish highly decentralized system.

IE: There is a potential that we may create an innovation or policy lab as part of a suite of measures to help foster greater innovation in the Irish public service. However, the decision to create a lab is not settled.

IT: The Artificial Intelligence Task Force, an initiative of the Agency for Digital Italy and the Presidency of the Council of Ministers, studies how the dissemination of Artificial Intelligence solutions can affect the evolution of public services to improve the relationship between public administrations and citizens.

LU: We do not have an institutionalized policy lab but we have different administrations that implement temporary project-related labs within their organisations. For example, the Ministry of Sustainable Development and Infrastructure, more precisely the Department of Spatial Planning and Development, recently launched a major co-creation project on a national basis; the aim of this initiative is to consult citizens in order to know how they see the future of their country in terms of spatial planning.

Another example which inspired itself of the working methods of an innovative public lab was the reform of the recruitment process for the whole Government, initiated by the Ministry of the Civil Service and the Administrative Reform.

MT: Although no formal Policy Labs exist, it is important to note that:

- Ministers appoint their own independent policy advisors.
- Each Ministry top management structures has a Department that is responsible for supporting policy development (and implementation, monitoring etc.)
- Government regularly issues White papers and other public consultation documents to assist in the policy design / review process. There is a dedicated website. www.konsultazzjoni.gov.mt
- Government regularly meets civil society, stakeholders etc. to assist in its policy process. MEUSAC is a formal consultative committee comprising of Government and its social partners and is mainly focussed on EU-related policy (<http://meusac.gov.mt/>) but frequently consulted on national policy and priorities (e.g. budget objectives)
- It is not infrequent for Government to appoint ad hoc work groups focussing on specific technical / policy areas to support its policy process (e.g. Pensions Reform Strategy Group; Blockchain Taskforce).

PL: There are single ad hoc (“project-based) examples of cooperation of the state administration with kind of labs or rather academic centres and/or private companies. Creation of policy labs seems to be more often the case within self-government administration.

PT: We mention just the case of LabX, which is, as a matter of fact, an experimentation lab for the public administration.

RO: The central public administration in Romania has policy units, not policy labs. However, the policy units perform some of the functions of policy labs. The first policy unit was set up at the General Secretariat of the Government in 2003. In 2005 policy units were set up in ministries. As of today there are policy units at the General Secretariat of the Government and in several ministries (Ministry of Regional Development and Public Administration, Ministry of Finance, Ministry of Internal Affairs, etc.). These policy units work mainly on policy drafting, consultations, policy implementation and policy evaluation. Policy units do not experiment or pilot policy measures, and they usually are integrated in larger departments in ministries. We do not have formal policy lab but we have a lot of working groups that are functioning like policy labs.

SE: There are several policy labs in Sweden, but they have different formal status. None are directly subordinated to the government. It’s more commonly organized as a cooperation between regional administrations, government agencies and/or between universities and civil society.

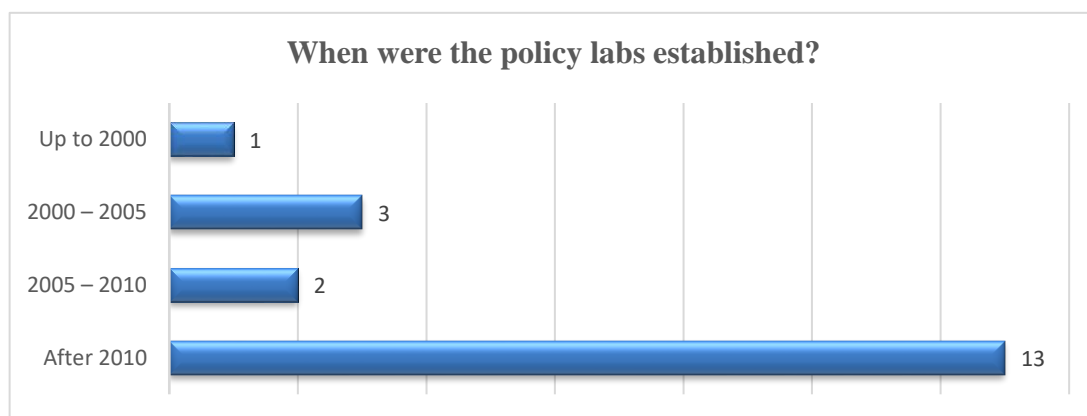
SI: Inside the Ministry for public administration there is ‘think-thank’, a group of 4 employees working on implementing innovative methods of work in public sector. This group works within the project “Inovativen.si”, funded by EU fund and Slovenian state budget.

Summary information on the policy labs

Country	Name of the policy lab	Web address	Founded
Austria	GovLabAustria	www.govlab-austria.gv.at	2016
Belgium	Nido	https://nidolab.be/	2017
Denmark	The National Center for Public Sector Innovation;	http://coi.dk/en/	2013
	MindLab	http://mind-lab.dk/en/node/13	2002
European Commission	EU Policy Lab	https://blogs.ec.europa.eu/eupolicylab/	2016
Finland	SITRA	https://www.sitra.fi/en/	1967

	Innovillage	https://www.innokyla.fi/en/home	2010
	Digitalization Support	http://www.d9.valtiokonttori.fi/en-US	2016
	6Aika (Six cities)	https://6aika.fi/in-english/	2014
	Trafficlab	https://www.trafficlab.fi/	2016
	Experimental Finland	http://kokeilevasuomi.fi/en/frontpage	2015
	Suomidigi.fi	https://suomidigi.fi/ (in Finnish)	2017
	Finnish National Agency for Education	http://www.oph.fi/kehittamishankkeet/kokeilukeskus (in Finnish)	2017
Italy	Artificial Intelligence (AI) Task Force	https://ia.italia.it/en/	2017
	OGP Team	www.open.gov.it	2017
	Semplificazione	-	-
	AgID	-	-
	Labsus	http://www.labsus.org/	2005
Latvia	Administrative Simplification Lab		To be established in 2018
	Strategic HR Management Lab		To be established in 2018
	Branding and Reputation Lab		To be established in 2018
Luxembourg	Corporate Program on Spatial Planning and Development	http://notrefuturterritoire.lu/fr	2018
Norway	#StimuLab	https://www.difi.no/fagomrader-og-tjenester/innovasjon/hva-tilbyr-difi/stimulab	2016
Portugal	LabX	https://labx.gov.pt/	2016
Romania	Department for policy coordination and priorities at the General Secretariat of the Government	http://sgg.gov.ro/new/politici-publice-si-programe/despre-dcpp/	2003

	Public Policy Unit, Ministry of Regional Development and Public Administration	http://www.mdrap.ro/-5197/-3655	
Slovakia	“Nudge unit” or Behavioral office at Deputy prime minister’s office for investments and informatization of the Slovak republic	Vicepremier.gov.sk More specific (TBD.)	2018
Slovenia	Project Inovativen.si	http://www.mju.gov.si/si/o_ministrstvu/projekti_mju/projekti_sofinancirani_iz_eu_sredstev/inovativensi/	2017
Spain	Inter- administrative Network (Innovation WG)	http://www.minhafp.gob.es/es-ES/Areas%20Tematicas/GobernanzaPublica/Paginas/Calidad/Red-Interadministrativa.aspx	2013
	Novagob	https://lab.novagob.org/	2016
	Club de innovadores públicos (CIP)	https://cip.clubdeinnovacion.es/es/index	
Sweden	Experio Lab	http://experiolab.se/	2013
	eGovLab	http://www.egovlab.eu/	2011
	Reglab	http://www.reglab.se/	2010
	Förnyelselabbet	http://www.fornyelselabbet.se/	2016



There has been an acceleration in the development of policy labs across EU Member States in recent years. Only one Member State reports having had policy lab before the year 2000. Five policy labs were established in the period 2000 - 2010. According to the information provided in the chart most (13) of the policy labs or equivalent initiatives were established after 2010.

If you don't currently have a policy lab but you are planning to set up one, please give a brief description of the planned policy lab's scope and characteristics, expected benefits, and current status (along with any other relevant details).

AT: GovLabAustria targets central challenges of the public sector, looking for intersectoral approaches while integrating relevant stakeholders in an academic and practical context in an open and interdisciplinary experimental space.

The core targets of GovLabAustria are:

- the prototypical implementation of research and development projects in the field of public sector innovation and evidence-based policy making,
- international observation of innovative projects, methods and solutions in and beyond the public sector,
- the establishment of a National Contact Point for innovation labs in the public sector,
- the integration of expertise from administration, academia, private sector and the public, as well as the dissemination of knowledge through education, training and communication.

BE: Nido means “nest” and stands for “nurturing ideas and developing opportunities”.

Nido is the innovation lab of the federal government. The lab is a self-organizing small team of people that functions as a start-up. Its goal is to unlock the innovation potential within government and to provide a safe environment for public servants to experiment and learn how to innovate. The lab has been initiated by the head of cabinet of the Minister of Public Affairs, Chris Van der Auwera, and has the political support of the Minister of Public Affairs and the Secretary of State for Administrative Simplification. Its working spot is @FODBOSA, 7th floor.

VISION

We believe that government challenges of today and tomorrow can be addressed by developing new and innovative ideas from inside and outside government

MISSION

Our mission is to enable and promote an innovation culture within the public sector and to offer a safe nest for experimentation and incubation of human centric & digital driven ideas

STRATEGY

We will achieve this mission by:

- 1) Setting up a lean process that enables nurturing innovative ideas and developing opportunities
- 2) Providing government agencies with tools & services to unlock their innovation potential and to grow an innovation culture
- 3) Establish an innovation ecosystem and create a collaborative learning centre of expertise with partners inside and outside government.

BG: Bulgaria is currently in the process of developing a concept paper for the establishment of an Innovative Policy Lab in the public administration. Several possible models in terms of the scope and organizational structure of the lab are being looked at – whether to focus it on certain key policy areas and place it under the given line ministry or to create a general lab at the Center of Government that will handle cross-cutting issues from different fields of public policy.

EE: There is a decision to create an innovation team. It should be formed and in action by June 2018. This is a common team for 6 ministries (5 of them are located in one common building). The unit is meant to use evidence-based methods and design and manage processes for complex policy problems and to communicate these processes. Its tasks are meant to include:

- 1) The main task of the facilitator is the project management / process coordination of several interministerial changes. Resolving Horizontal Problems in close cooperation with the content departments responsible for the problem.
- 2) Creation and Co-ordination of the Innovation Network;
- 3) Organization of rotation schemes (network-based) for innovation projects.
- 4) Procuring external expertise if needed;
- 5) Making available and disseminating tools, training materials and experiences.

We have also launched task- forces, which have some similarities to innovation units, but these are focused specifically on one area/ task.

DE: The coalition agreement between CDU, CSU and SPD of 12 March 2018 - especially in chapters IV 4 and 5 - includes references to, among other things, the establishment of an E-Government Agency, which would also be tasked with setting up open government labs, as well as similar Open Innovation measures. No concrete details on these plans are available at this point, but from the information at hand these can be classified as plans for 'Policy labs' in the sense of the question.

EL: The scope of the policy lab is to promote experimentation on a small scale regarding digital skills in the public sector, with the purpose to up-skill public servants' digital knowledge and

promote digitalization of public processes, with the cooperation of private and public sector experts. Forging a strong collaboration among a variety of experts will help stakeholders adopt and underpin a different perspective on digital skills at national level. Furthermore, establishing a policy lab will boost networking among its members. It is expected that the outcomes be tangible at the stages of policy designing and implementation. The innovation lab is expected to commence at the end of 2018.

IE: This matter has yet to be decided and a decision to create an innovation lab or policy lab will form part of a set of measures (a public service innovation strategy).

LV: In 2017 the European Commission's Structural Support Service approved the State Chancellery's project "ExCel!" (Excellent for Centenary of Latvia!) which will support implementation of the Public Administration Reform Plan 2020. Within the project **in 2018 three inter-disciplinary laboratories will be set up** to target and roll out interventions in the public sector in areas of administrative simplification, strategic HR management, and public administration reputation and branding.

1. Administrative Simplification Lab

This Lab will look into exploring the controversial role between rules, regulations and behaviours and identify alternative ways to regulation to achieve intended effect. The Lab will examine concrete policy / sector and their surrounding regulatory environment; and explore how alternative innovative approaches can be used in order to lessen administrative burden and create better regulatory environment. It is expected, that annually two policies / sectors will undergo “zero bureaucracy” approach.

2. Strategic HR Management Lab

This Lab will use the OECD Strategic Human Resource Management survey data to identify strategic and innovative practices in member states that respond to the needs of the Latvian public administration. Relevant practices include competency management which is able to combine diverse professional skills in ways that drive value, are linked to whole-of-government priorities, organisational strategies and efficiency concerns, including e.g. lean processes, shared services. It will explore the use of data to provide a multi-dimensional view of the workforce, the systems that attract, develop and retain talented employees, and performance management and incentive systems that drive performance.

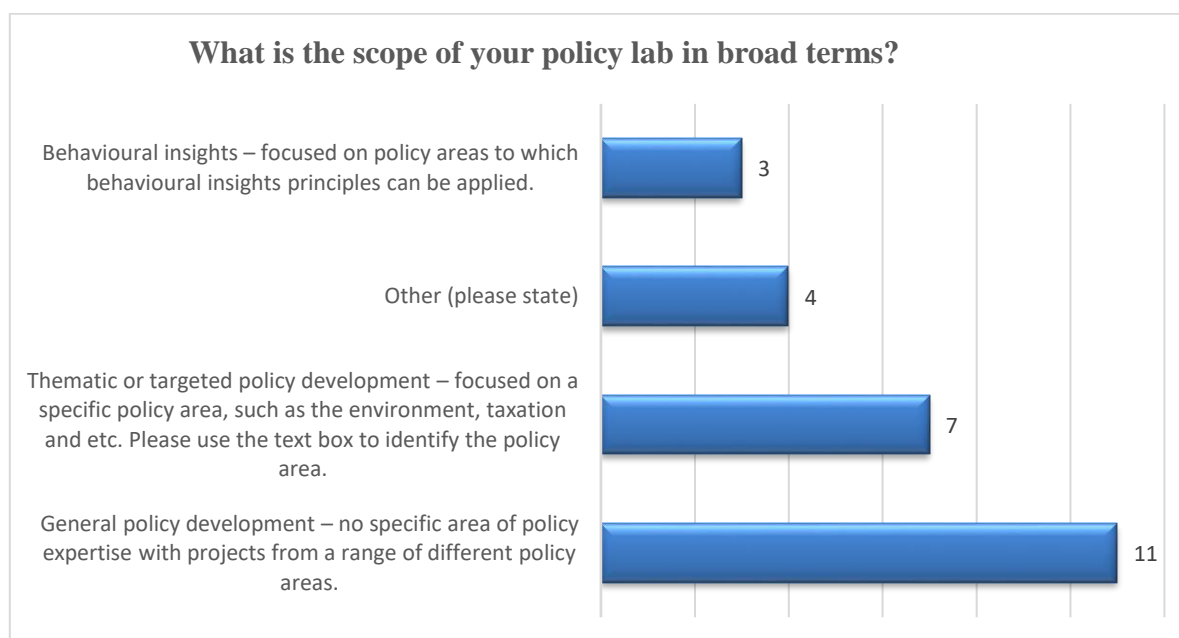
3. Branding and Reputation Lab

This Lab will focus on an exploration of trust in public institutions. The Lab will use design and system thinking techniques to discuss the vision for a renewed public sector in Latvia and identify the sets of values and principles that underpins it; assess and collect data on the drivers of trust in public institutions, based on the OECD Trust Framework; assess and attempt to measure the current gaps between the current system and the desired one and reconcile the results with the citizen views; design a portfolio of interventions that would produce an impact on the perceived gaps and help reboot the public sector employees value system around a shared

purpose and statement of ethics, as well as to build reputation around created brand in general public.

SK: We are planning to establish a “Nudge unit” or Behavioral office that is going to be focused on improving quality of public services using theories of behavioural economics. The focus is mainly on eGovernment, improving a rate of using eServices.

What is the scope of your policy lab in broad terms?



Most countries’ representatives stated that the scope of their policy lab is general policy development. In a smaller number of Member States the policy labs are more focused on thematic or targeted policy development. For a few Member States the focus of their policy labs is on the behavioral insight. Some countries have stated that they have other purposes, e.g. popularization of the public sector, joint projects, co-operation with other operators, etc.

AT: Joint project of the Austrian Federal Ministry for the Civil Service and Sport and the Danube-University Krems.

DK: *The National Center for Public Sector Innovation (COI)* - The center contributes to the public sector becoming more efficient and delivering services and products of a higher quality through innovation. The center focus on documenting and spreading out innovative practices between different public institutions and across different policy sectors.

MindLab: Our ambition is to pioneer the public sector of the future by gaining concrete experience of possible variants of it, which we can constantly learn from and refer to as inspiration and examples to follow. So, we are gradually and continuously seeing a public sector in the throes of change right into the heart of daily behavior in the office and the management processes – for the benefit of citizens and businesses.

ES: Inter-Administrative Network Innovation WG: General policy development. Novagob Lab was created to be an exchange ecosystem between Spain, Portugal and Latin-America.

FI: Sitra - Sitra investigates, explores and develops operating models in close co-operation with other responsible operators to support public administration. Behind Sitra's future-oriented work, there is a strong vision of Finland as a successful pioneer of sustainable well-being. Sustainable well-being means life that is good on all levels and built on a socially, ecologically and economically sensible foundation.

Innovillage: Welfare and health, but also open for the other policy areas.

D9 - Digitalization Support: Digitalization of services, customer experience and support in change and transition in both operational and strategic level.

Trafficlab: The focus is to enable new experiments in the mobility sector (transport of goods and/or people). Traffic Lab is co-coordinated under the branch of Ministry of Transport and Communications, and in operational level it is coordinated in Finnish Transport Safety Agency. One of the government targets is to encourage to new pilots and experiments, which Traffic Lab Finland is enabling in the mobility sector.

6Aika (six cities): Sustainable Urban Development, Growth, Competitiveness.

Experimental Finland: Project promotes experimental culture aiming to find innovative ways to develop our society and services. The project is one of Prime Minister Juha Sipilä's Government's key projects.

Suomidigi: It is supporting public sector in digitalisation. It provides information, principles, tested methods, opportunities to meet others and to have some peer support.

Finnish National Agency for Education: Policy development in Education

IT: Artificial Intelligence (AI) Task Force

Transparency – Participation – Accountability – Innovation

Digital Government – Artificial Intelligence and public services

The scope of the AI Task Force is to:

- analyse how AI can be applied to public services;
- define the economic, social and cultural implications deriving from the use of AI in public services;
- define the related risks and strategic opportunities for Italian administration;

- map the work carried out by public administrations and leading Italian and international research centres on AI; draft a set of recommendations for public administrations on the use of Artificial Intelligence in the creation of services for the citizen.

Labsus: civic engagement of the citizens for public policies.

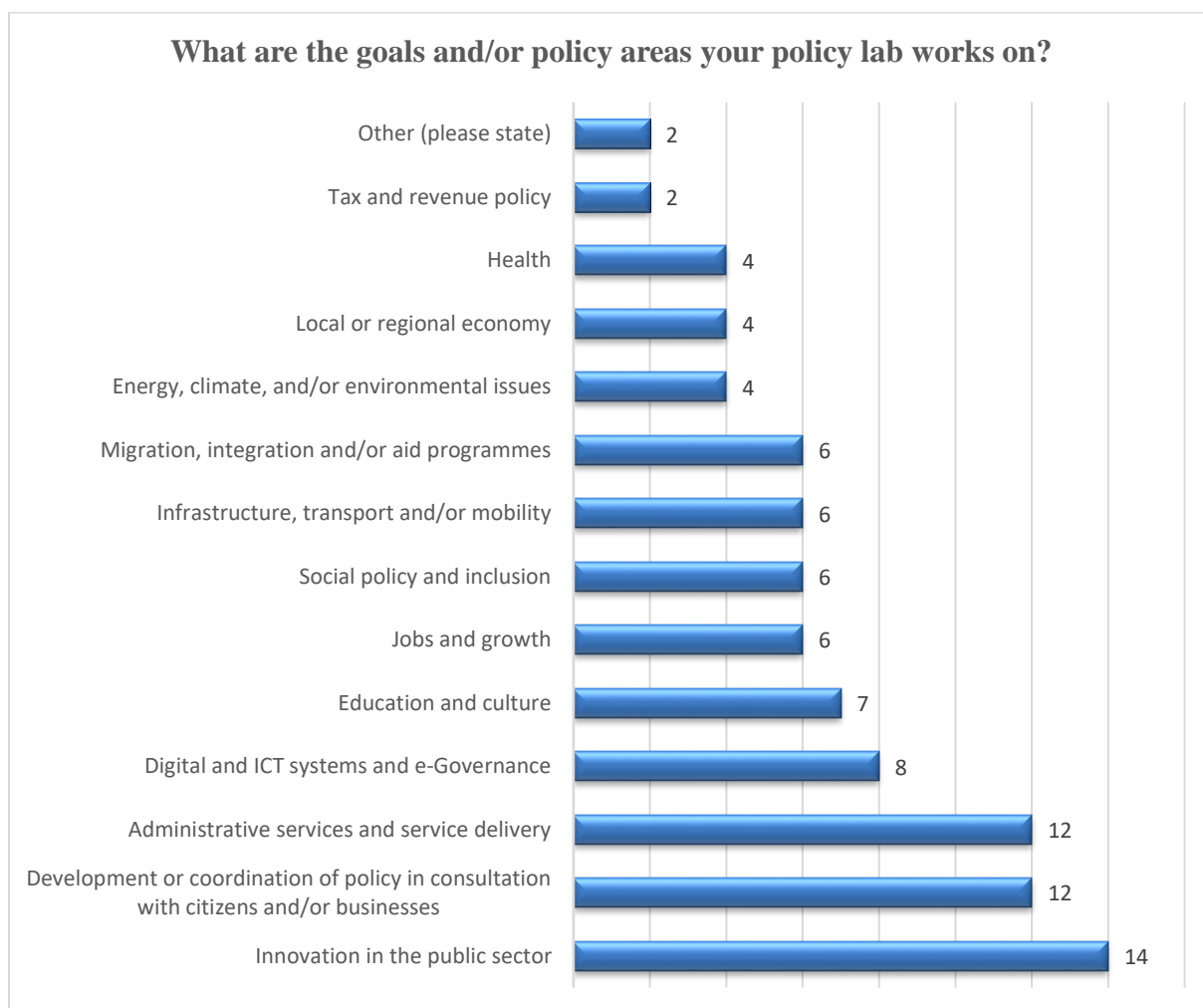
NO: Stimulating the State- Regional and local Government to use innovative methods such as Service Design in combination with Change Management and “Return-on-investment-practice” in Public Sector Innovation. The Lab deliver competence and money, and work as a risk-reducing body in developing the Public Sector from within.

SE: *Experio Lab* - Transformation of Healthcare system in a user-centric direction.

Reglab - Peer learning among regional developers – how to implement different policies in regional development.

SI: The project Inovativen.si is designed to establish a challenging creative environment for public officials, learning about design-driven methods and testing new design solutions as well as promoting a shared understanding of the opportunities for design across the public administration. Working horizontally on systemic problems the project team aims to break down the public administration silos structure, that occur due to very traditional hierarchical structure, eventually optimising the inter-ministerial cooperation.

What are the goals and/or policy areas your policy lab works on?



The most commonly reported goals/or policy areas are strategic and high-level areas including innovation, development or coordination of policy, as well as digitalization. Some Member States reported specific thematic areas of focus such as socially oriented goals e.g. health, jobs, education. While some other countries mentioned that their policy labs focus on infrastructure and labour market related issues such as transport, energy, mobility and migration. Other examples related to this question are 'public administration reform'.

EC: All policy areas

EE: It covers policy areas of 6 ministries.

FI: Sitra - Sitra's operations are guided by six principles of sustainable well-being, all of which are interlinked. Comprehensive well-being is the goal of all activities, for which the carrying capacity of the earth sets the boundary conditions. Members of society and modes of operation in the economy, in communities, in the development of knowledge and skills, and in administration support these goals. Six principles: Addressing well-being in a holistic way, Adjusting to planetary boundaries, Empowering individuals and communities, Moving to a regenerative and collaborative economy, Building competencies for a complex world and Developing inclusive and adaptive governance + Strengthening resilience.

D9 – Digitalization support: The D9 Team supports all government areas and its offices, main thematic areas for the moment are security, health, employment and education.

IT: We apply the thematic or targeted policy development to all areas listed, by project co-creation and collaboration with the respective administration

NO: More policy areas to come.

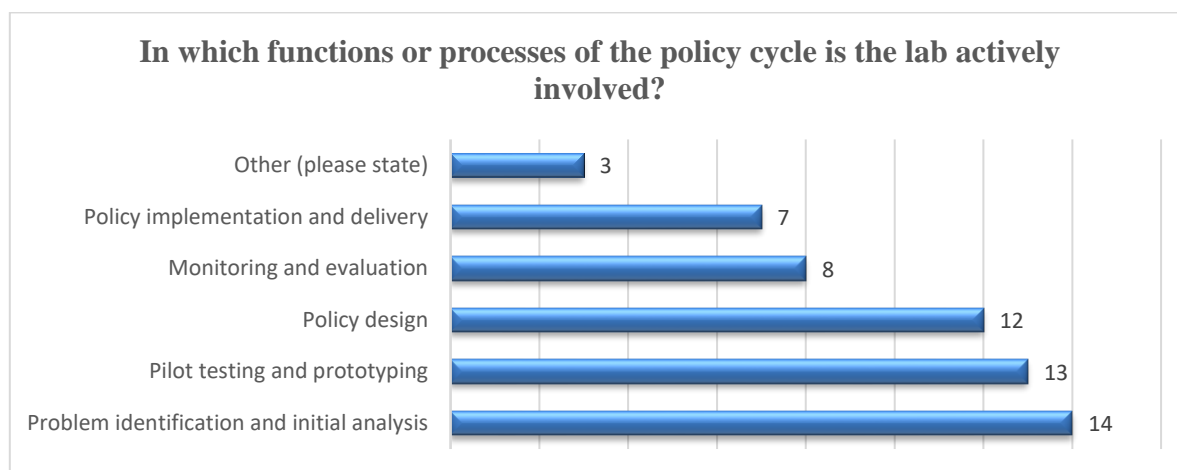
RO: Public Administration reform.

SE: Reglab - Since our focus is on peer learning, we are dealing with all kinds of areas – but it's the learning/implementation that is our goal.

SI: The project is not dedicated to any specific policy area. The goal of the project is to introduce new design-driven innovation approaches **across** public administration when designing new policies, governmental strategies, introducing new laws and public services, while at the same time promoting the opportunities for design and raising the importance of innovation and creativity as fundamental traits of life-long learning. The project aims to:

- develop innovativeness as a horizontal capacity covering the entire public administration (1,200 employees)
- develop the innovation community; the network of like-minded to spread the awareness of co-creating, customer orientation and cooperation tackling the challenges in public administration using innovative working methods (agile, design thinking, visualization, creative thinking etc.). The project team will actively respond to the challenges submitted by the governmental organizations, and form groups from the expert pool (service designers, anthropologists, UX designers, programmers, etc). The design of new systemic solutions will be done using different design methods, involving citizens and public servants.

In which functions or processes of the policy cycle is the lab actively involved?



Policy labs are predominantly used to focus on the early stages of policy development such as the identification of problems, initial analysis and piloting/prototyping. Some countries have reported that their policy lab or equivalent initiative in their administration is involved further along in the policy process e.g. in monitoring and evaluation, or policy implementation.

DK: *The National Center for Public Sector Innovation (COI)* - The national center for public sector innovation has more of a capacity building role supporting innovators at central, regional and municipal level in their innovation work. This includes supporting that all the mentioned processes of the policy cycle are being included in the innovation work. The center also provides documentation of innovation in the Danish public sector, e.g. by conducting a yearly innovation survey (“innovationsbarometret”).

FI: *D9 – Digitalization support* - Facilitating the strategic work of preparation the next government programme.

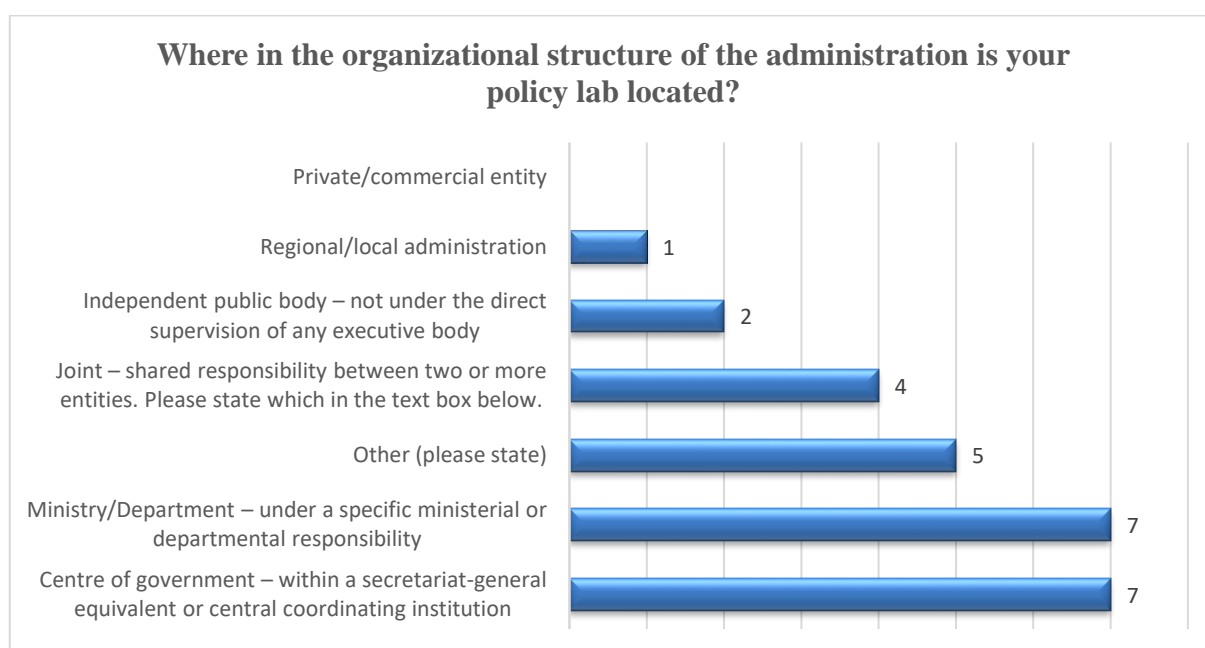
6Aika (six cities): The six biggest cities (Helsinki, Espoo, Vantaa, Tampere, Turku and Oulu) along with the managing authority (Ministry of Economic Affairs and Employment)) and Intermediate body (Helsinki Uusimaa Regional Council).

Trafficlab: Apart from this, communicating and an emphasis to collect all the new mobility services, pilots and companies to the network and to the website of www.trafficlab.fi

NO: Early Problem identification, Cross-sectorial complexity and Public-Private-Cooperation.

SI: Providing knowledge and organizing education for innovative methods of work in public sector. The active involvement of the project team is to arrange the experts in solving the challenge, which could include any of above mentioned phase.

*Where in the organizational structure of the administration is
your policy lab located?*



In a large majority of cases, policy labs are located either in the centre of government, or in a ministry/department. Some other Member States' representatives reported that the location of their lab or equivalent initiative is part of another organizational structure, e.g. non-profitable organization or an independent unit. This can take various forms, for example the policy lab can be wholly owned by a Government Ministry but administratively separate from it. In another model, the policy lab can be completely free standing and independent from government e.g. reporting directly to Parliament.

DK: *The National Center for Public Sector Innovation (COI)* - The center was established by the Central Government, the municipalities and the Danish regions in collaboration with the three umbrella organizations for public sector employees: Organizations of Public Employees (OAO), Confederation of Professionals in Denmark (FTF), and The Danish Confederation of Professional Associations (Akademikerne). The center is financed by the Central Government, the municipalities and the Danish Regions. Administratively the responsibility of the center lies with the Agency for Modernisation, Ministry of Finance.

MindLab is owned by the Ministry of Industry, the Ministry of Employment and the Ministry of Education. We always work together with our colleagues in the ministries on their projects, so the experiments and focus on effect find their way into both policy development and the lives of citizens and businesses.

EC: The EU Policy lab is established within the Joint Research Centre, the department of the European Commission in charge of scientific support and knowledge management

EE: In the test period the lab is supported by the government office, but the steering is common with the permanent secretaries of the involved ministries.

ES: The innovation WG: Inter-administrative Network (central, local and regional cooperation). Novagob lab and Innovation Club: Private/commercial entities.

FI: Sitra - Sitra's operations are funded by returns from an endowment originally granted by the Finnish Parliament. According to law, the funds must be invested securely and in a profitable manner. Although the return from Sitra's endowment fluctuates, it averages approximately 30 million euros a year. The amount is not very large in terms of the overall state budget, but if wisely allocated it does give Finland an opportunity to play a pioneering role, increase well-being and generate new business. Sitra is an investment of 30 million euros in the future, every year. Another important facet of Sitra's independence is the fact that it reports directly to the Finnish Parliament. Sitra is not answerable to the government in power at any one time, nor to a certain party or a trend, but to the parliament.

Innovillage: Ministry of Social Affairs and Health

D9 – Digitalization support - State treasury

Trafficlab: In an operational level coordinated by Finnish Transport Safety Agency but jointly co-coordinated with agencies under the Ministry of Transport and Communications (Finnish Transport Safety Agency, Finnish Transport Agency, Finnish Communications Agency and Meteorological Institute).

Finnish National Agency for Education: Under the Ministry of Education and Culture at the Finnish National Agency for Education.

IT: Department for Public Administration

Labsus: Non-profit

PT: The LabX is an organic unit of the AMA - Administrative Modernization Agency.

SE: Experio Lab - The Lab is run and financed by the public and taxed financed regional healthcare organization, County Council of Varmland. The Lab is embedded and works distributed in the organization to include patients/citizens and staff in collaborative

policy/service/culture transformation. The Lab is undergoing a shift from being embedded in one county council to become a collaboration between at the moment six County Councils with more in line to take part. The uniqueness of Experio Lab is the embedded and distributed way of working and its scaling through bringing more councils in to support policy development by joint learning/projects etc between Lab groups, their local management and being close to healthcare operations.

Reglab: An association of all the regions and three national agencies.

SI: The Development Office in the Ministry of Public Administration.

What is the number of staff of the policy lab as of 2017 or the most recent year for which information is available?

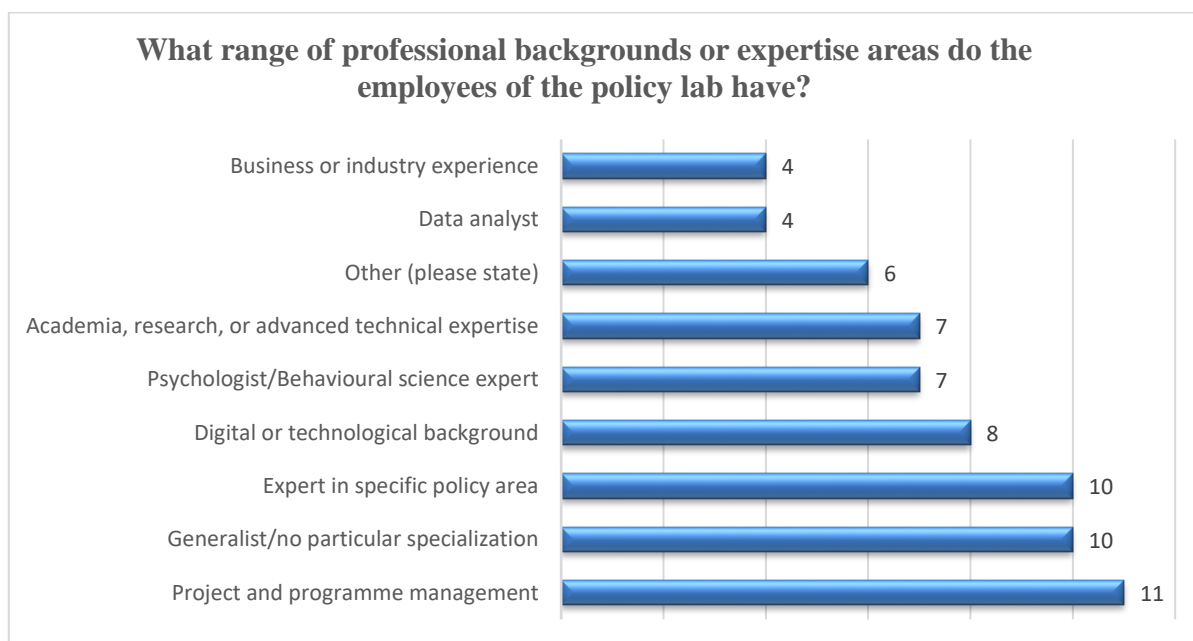
<u>Country</u>	<u>Name of the policy lab (if there is more than one)</u>	<u>Number of permanent employees</u>	<u>Number of temporary staff, including interns and secondees</u>
Austria		2 (full time equivalents)	
Belgium		3	2
Denmark	The National Center for Public Sector Innovation	9	1
	MindLab	10	10
European Commission		9	28
Estonia		Probably 3	Not known yet
Greece		6 to 10 (members of the National Coalition	2 to 3

		on Digital Skills will definitely participate)	
Spain		The innovation WG does not have permanent staff	The innovation WG is currently composed by 10 or 12 members from the different administration levels.
Finland	Sitra	About 70	About 80
	Innovillage	3-4	
	D9 – Digitalization support	1	10
	6Aika (six cities)	10 (Six City Strategy Office)	Over 100 people working in different Six City Strategy projects
	Trafficlab	3 (1 full-time coordinating the Traffic Lab and 2 supporting)	
	Experimental Finland		3.5
	Suomidigi	1-2	
	Finnish National Agency for Education	5	
Italy	Artificial Intelligence (AI) Task Force	9	14

	OGP	5	5
	Labsus	20	30
Norway		2 ½ FTE Agency of Public Management and eGovernment (Difi)	2 FTE at Design and Architecture Norway (DOGA)
Portugal		5	
Romania		Data not available	Data not available
Sweden	Experio Lab	Around 20-25 in collaboration of the today six different locat	
	Reglab	2	1
Slovenia		2 of 100 % engagement; 2 of 20 % engagement	2 of 100% engagement

The number of employees varies widely between different Policy labs owing to the different structures of the organisations and the scope of functions. For example, the number of permanent employees varies from 1 to 70 and the number of temporary staff varies from 1 to over 100. In accordance with the data provided, the biggest Policy Labs are in Finland.

What range of professional backgrounds or expertise areas do the employees of the policy lab have?



According to the information in the chart above, project and programme management continue to make up the majority of the range of expertise areas that the policy labs' employees have. Other common backgrounds of employees include: generalist, digital or academic background. Business or industry experience is not common in the existing policy labs. Among the other specific fields, in which the employees are qualified, are also psychology, journalism, service design, etc.

DK: Journalist and communication officer

EE: service design, data visualization. We are trying to get the best team that combines different skills. Remains to be seen what the competencies will be.

ES: It is only concerning the Innovation WG

FI: *D9-Digitalization support* - Designer, enterprise architect, Manager of consulting business

Trafficlab: + Social scientist

Finnish National Agency for Education: Education and Social Sciences, Technology. Experiment from education sector at municipal and government levels, and other sectors, experience from start-up companies

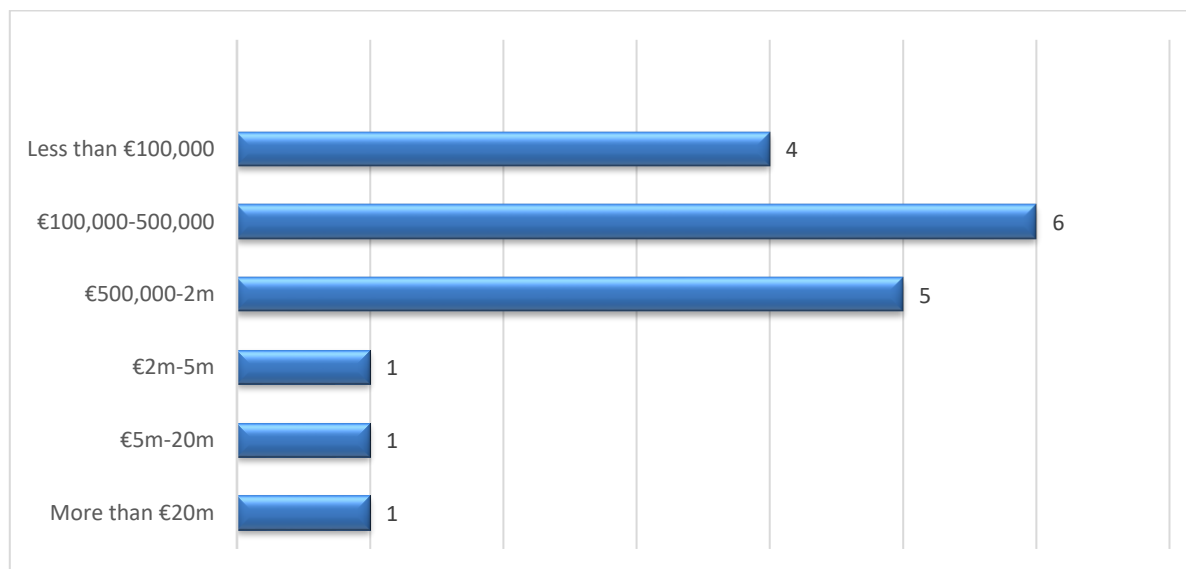
NO: Media and Communication, Design, Governance

PT: Besides an expert in social sciences, with a background in Academia, the LabX has two service designers and two public officials. These two public officials, which already worked on the AMA – Administrative Modernization Agency, were integrated in the team in order to share their deep knowledge and experience on the functioning of the Portuguese public administration. The service design duo deploys its expertise in determining the real challenges that arise from the experience of users and public servants; in promoting collaborative ways for creating solutions to address those challenges; and, finally, in testing in context those solutions, improving them thanks to the feedback then received.

SE: *Experia Lab* - We use design/service design as our key method. Many of the staff have a background in this from industry/academia.

Reglab: Adult learning, change management and process facilitation.

What is the total annual budget of the policy lab in EUR as of 2017 or the most recent year for which information is available?



From the chart above it can clearly be seen that most countries have annual budgets for the policy lab of up to 2 million euro. The annual budget in only three Policy Labs amounts to more than 2 million euro in recent years.

EC: The figure doesn't include full coverage of staff costs.

ES: No specific budget is allocated to the Innovation WG.

FI: *Innovillage* - Includes salaries (person-years) and funding for the maintenance of the web-service

D9 – *Digitalization support* - As one of the key projects of the on-going government programme the team funding is used to the team and its activities: workshops materials and a few design methods as design sprints, transition design workshops, data visualization etc.

IT: The lab has non dedicated budget line and its costs are those of the personnel working in it.

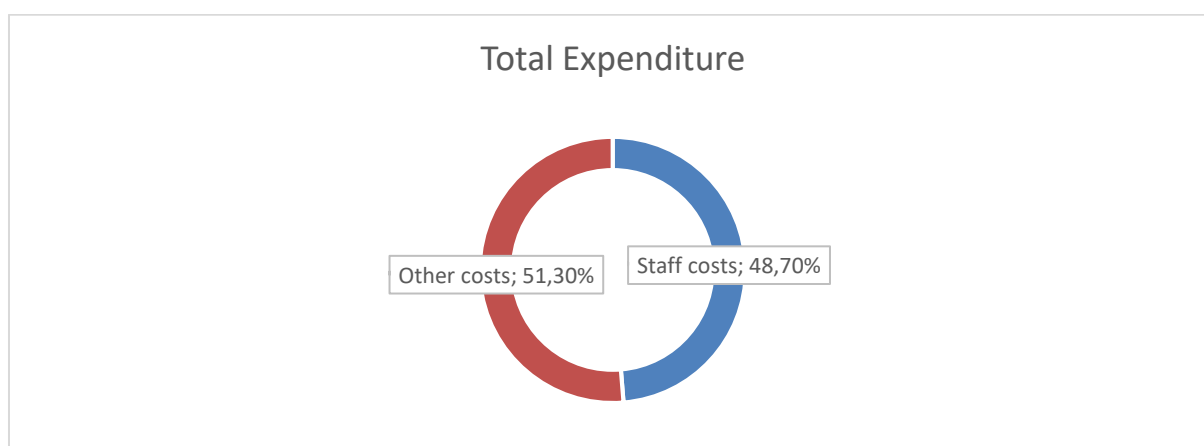
LU: Budgets are project related.

RO: There is no separate funding, it is the overall budget of the General Secretariat of the Government.

SE: *Experio Lab*: The six locations have local budgets, therefore hard to state the exact figure

Reglab: The partaking organisations pay about 10 000 EUR per year (a little more for the largest regions and national agencies).

What approximate proportion of the total budget is allocated to staff costs (salaries, social security, training etc.) and other costs (research, testing, policy implementation promotional activities and etc.)?



The calculations of the answers provided by the Member States show that the average percentage of the staff costs (salaries, social security, training etc.) amounts to 48.7% while

the average percentage of all other costs (research, testing, policy implementation promotional activities and etc.) amounts to 51.3%. This shows that the ‘soft’ costs of a policy lab, namely staff, are usually at the same level as the ‘harder’ costs of policy implementation.

FI: Finnish National Agency for Education: This year's budget is not yet known (budget includes wage and operating costs)

LU: Not known because project related

SI: The project started in 08/2017 (the reason for a small budget in 2017) and will last until 12/2022. The project is co-financed from European Social Fund, the total budget is 1 million EUR. It consists of 2 project employments, other 2 are already the employees of MPA, whose costs are not included in the project (also in answer nr. 12).

Budget plan per year:

2017 – 94.000

2018 - 181.500

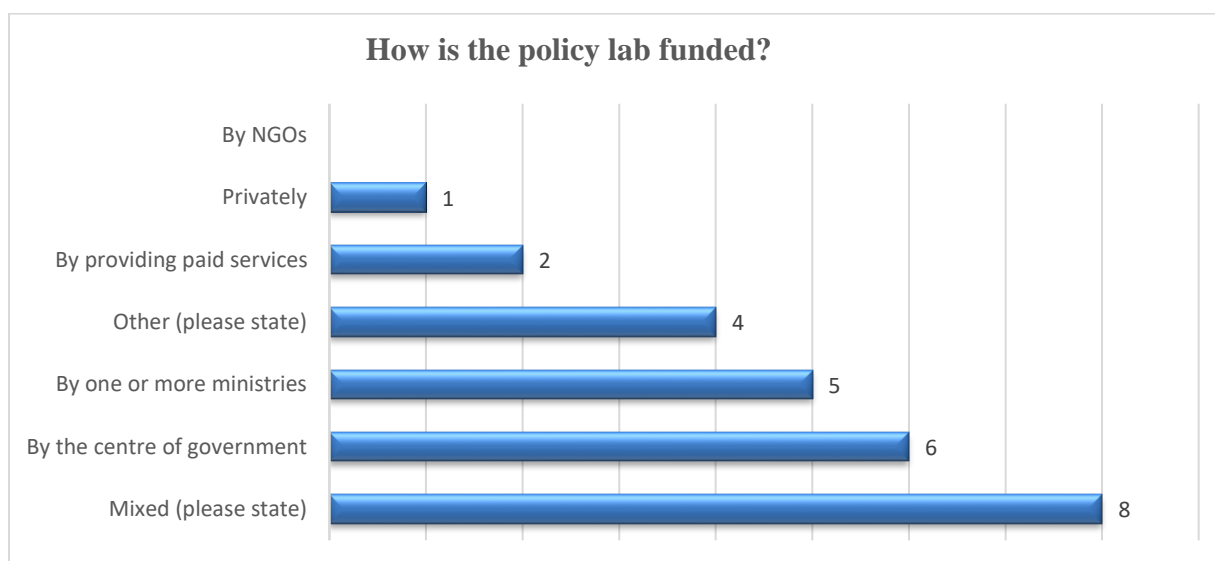
2019 - 181.500

2020 - 181.500

2021 – 181.500

2022 – 180.000

How is the policy lab funded?



Most of the Member States' responses show that the policy labs' funding is mixed. In most cases this is a mixture of domestic government funding together with EU funds from various instruments (ERDF, ESF, Horizon 2020 or other technical assistance). A small number of Member States stated that the labs' funds are provided, for example, by the Ministry that manages the project itself. For a very small number of them the labs are funded privately or by paid services. In line with the innovative nature of these policy labs' work, their funding tends to be from a more diverse range of sources than is common in the public sector. Member States have reported that blending the sources of finance between Ministries, local government, EU funds and the private sector are all common approaches for funding policy labs.

AT: By the Austrian Federal Ministry for the Civil Service and Sport and the Danube-University Krems.

DK: The center is financed by the Central Government (40 %), the municipalities (40 %) and the Danish Regions (20 %).

EC: European Commission Joint Research Centre institutional budget and contributions from European Commission departments contracting for the EU Policy Lab services.

EL: Policy lab will be funded partly by Central Government and partly by programmes of technical assistance.

ES: Innovation WG was created in the Inter Administrative Network coordinated by Central Government.

FI: Sitra: Sitra's operations are funded by returns from an endowment originally granted by the Finnish Parliament. 6Aika (six cities): EU: ERDF + ESF (50%). Funding by the state (17%), funding from the cities (33%).

Innovillage: By the founding organisations; National Institute for Health and Welfare, Association of Finnish Local and Regional Authorities, and SOSTE Finnish Federation for Social Affairs and Health

Trafficlab: + the salaries and seminar places in Finnish Transport Safety Agency and one project in the Traffic Lab was funded by Foreign Ministry

IT: Artificial Intelligence (AI) Task Force - NOP Governance and Institutional Capacity - ESF-ERDF 2014-2020

LU: Funding comes from the ministry/administration/institution that manages the project.

PT: The LabX is co-funded by national funds (Government Budget) and by the European Social Fund.

SE: Experio Lab - Around 80% is financed by the County Councils. Rest is national innovation funds or HZ 2020 research funds from Marie Curie program as an example.

Reglab: By the owners, all the Swedish regions and three national agencies.

SI: European social fund – 80%; State budget – 20%; And additional 2 employees, financed from the budget.

What, if any, are the total projected annual savings or efficiencies brought about as a result of the policy lab's activities?

Most Member States have not provided information on the amount of savings made due to the work of the policy lab. This is because it is very difficult to measure the actual financial impact of innovation and also in many cases it is not the Lab's main focus. However, respondents have also reported that having this information would be very useful for various reasons, so measurement of impact/savings may become an increasingly important area in future, especially when labs have to justify their financing or involvement in the policy-making process.

AT: Not available. First results will be available in January 2019

BE: At this moment, none. But nido works as a start-up and tries to spend as little as possible

DK: The National Center for Public Sector Innovation (COI): The annual savings and efficiencies are extremely difficult to measure, as the centre supports the innovators at central, regional and municipal level in their innovation work. Thus the efficiencies are estimated and harvested at those levels, and as a result of the center's work as well as other actor's work.

MindLab: We collaborate with public servants and managers in the ministries on their core activities. We do not measure annual savings or efficiencies brought as a result of our lab's activities.

EC: The objective of the EU Policy Lab is not to bring cost effective/ annual savings rather to improve the quality of policymaking processes.

FI: D9-Digitalization support - Impact of investing is difficult as the cases vary a lot.

6Aika (six cities) - The objective is to foster innovation and strengthen Finland's competitiveness (rather than gain immediate savings/efficiencies). Hence, calculating the immediate savings are not at the heart of the operation and we cannot give you any number

here. The actions are rather measured e.g. via the amount of new jobs created, the amount of companies that have started innovation activities with cities etc.

IT: We don't have such a direct feedback.

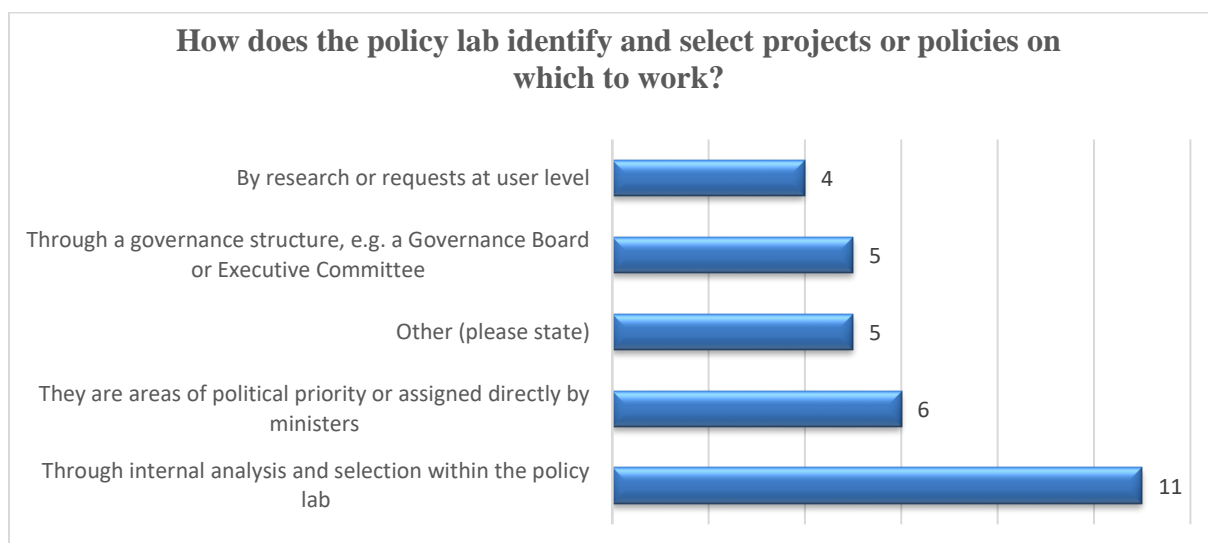
NO: The Lab stimulates the Governmental Agencies to deliver results both on short term and long term. Some of the long term results can be measured to above Euro 100 M if the right investments are completed. In other projects the results can be measured in more successful and faster implementation of changes in the Public Sector. The work also delivers on more user friendly solutions and services.

SE: *Experio Lab*: The aim is to work on cultural and policy transformation and service innovation. Savings or improvements of service may or usually shows in other places then where the actual interventions take place. There is need to develop new ways to measure and understand impact and results of Policy labs.

Reglab: Evaluations shows that Reglab is a very efficient co-operation, but we have no figures.

SI: The project just started in 08/2017 therefore there are no calculated benefits yet. The objective is to promote innovative methods and to change of "mind set" among civil servants, not to generate savings/profit. After a longer term of implementing innovative solutions, fiscal and other benefits/impacts could be identified and specified.

How does the policy lab identify and select projects or policies on which to work?



By far the most common way of identifying and selecting projects is through internal analysis and selection within the policy lab. In a significant minority of cases, however, project selection is done at the political level (i.e. directly by Ministers) rather than within the policy lab. A further minority of respondents reported that selection is done based on research or requests at user level. A small number of Member States reported that there are other opportunities in this particular field which include interaction with co-operation partners or a special management group.

BE: Through opportunities, where Nido sees there is a strong willing to innovate

DK: There are continually talks about establishing a governance structure for the centre, which amongst other responsibilities would weigh in on the priorities in the center.

FI: Sitra: Following global trends, interaction with different kind of co-operation partners in Finland and globally

6Aika (six citys): The highest decision-making body of the Six City Strategy is the management group (directors in charge of business and innovation matters or urban development in the six cities). The management group decides on the specific selection criteria for projects and on the content of the calls for proposals to be opened. They also decide on the prioritisation order of ERDF projects to be realised and suggest projects to be funded to the Helsinki-Uusimaa Regional Council (the financier). The management group is supported by a steering group, which is responsible for implementation.

Trafficlab: By continuous PPP collaboration

IT: OGP - Participating in the OGP initiative, creating the National Action Plan each 2 years

NO: #StimuLab both find the right projects thru knowledge about work in the Public Sector, and thru open application and pre-qualification of projects. We demand deliverans on several criteria, such as management-involvement, sufficient internal resources, a user-sentric-problem, and an open minded approach to the problem.

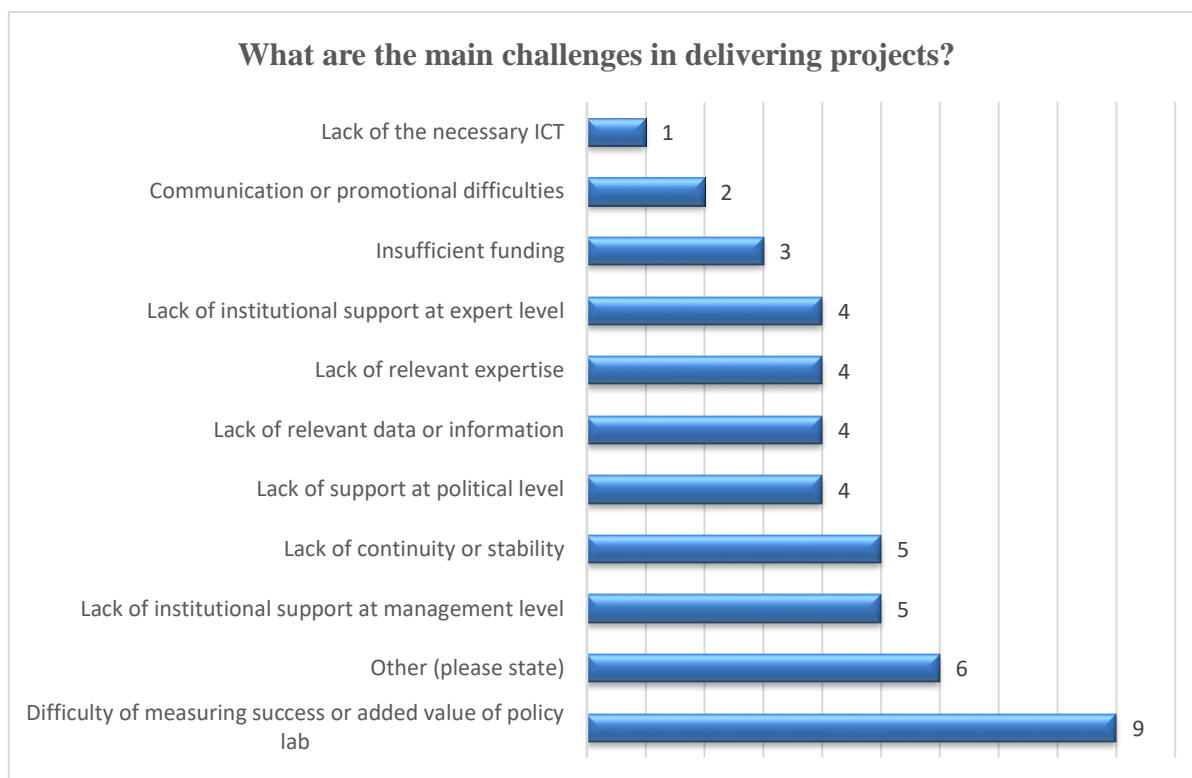
SE: Reglab - The owners decide which projects and focus areas, each year.

SI: Our internal selection criteria are:

- The impact of the solution - the citizen and better environment orientation
- The number of stakeholders
- The complexity of the challenge (we aim to have 2 complex challenges and 3 simple challenges at the same time)
- The time frame of solving the challenge
- The finances needed to solve the challenge.

Regarding the implementation we will improve our approach and selection criteria if needed.

What are the main challenges in delivering projects?



A majority of member States have difficulty in measuring success or added value of the policy lab. This is an important challenge because robust evidence of success is increasingly important in defending the value of public sector work to citizens and Ministers. Many respondents add that there are other challenges such as, insufficient institutional support at management level, implementation of the lab's results, organizational changes/ staff turnover and working across a large geographical area. For only one Member State is there a lack of the necessary ICT.

AT: Implementation of “Lab” results in practice.

BE: At this moment there is a team member leaving Nido and it will have a big impact on the current projects. Being agile and open to new collaborations opens possibilities to move on.

EC: Too much demands compared to capacity to deliver.

ES: The innovative WG has been almost out of work over the last months due to organizational changes in the Public Administration Ministry.

FI: Sitra: Traditional way of working vs. implementing new ideas -> ability to give away before starting new (not building just a new layer).

6Aika (six cities): There are six different cities involved in the strategy implementation who do not form a geographically joint area. In addition to their joint challenges, each city has their unique interests in the strategy implementation. Bringing these together and forming efficient co-operation projects between the cities sets a challenge. Also, building the cooperation models between the different actors is slow, although it is getting easier all the time as the strategy implementation proceeds. One challenge is also e.g. the integration of project results to the everyday operations of the cities.

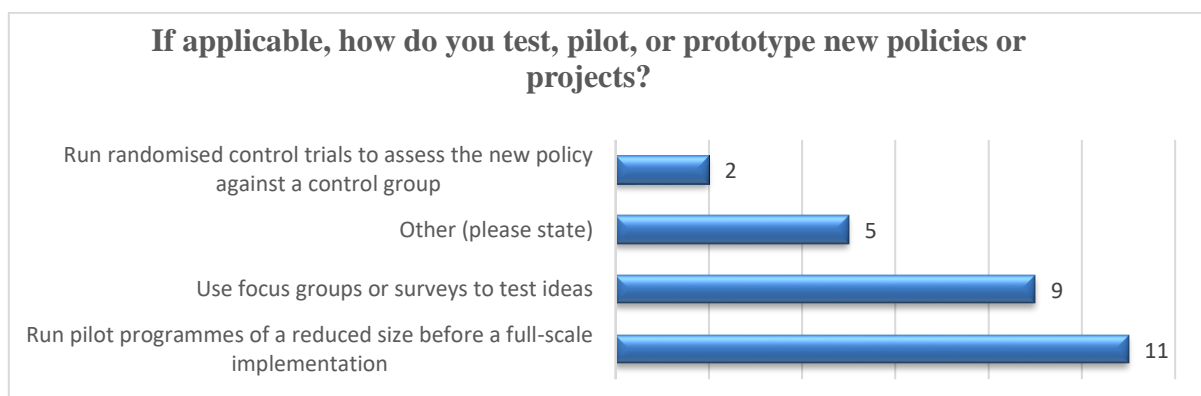
D9-Digitalization support: The lack of ICT as the government platform doesn't allow certain ways to work or share materials or use of tools. Also lacking supportive expertise in practical work of policy lab can make it slow. The team is all the time fully booked, could employ even more designers, analysts and architects.

Finnish National Agency for Education: We are looking for systemic change in education. The working method is a process, where by co-creating and discovering the challenges will be found and co-developed. It will be a bottom-up approach.

SE: Reglab - So far, we have been very successful – our main challenge is too much work, and a decision by the owners not to expand and hire more staff.

SI: After delivering projects we assume the important milestone is the implementation of the prototype/solution (consequently the impact as well), since the responsibility is on the side of the project owner, the government organisation which submits the challenge. The role of the project team is to ensure all the support needed (arranging experts, connecting, promoting).

If applicable, how do you test, pilot, or prototype new policies or projects?



From the responses of the countries it is shown that most of them run pilot programmes before a full-scale implementation and some MS prefer using focus groups or surveys to test ideas. A very small number of them have chosen to run randomised control trials, this could be because of the complexity and higher cost of this approach. An administration with greater experience of running policy labs reported collaborating with practitioners from a diverse range of organisations including the public and private sectors, NGOs and foundations. Other administrations responded that they are not yet at the stage of testing their new project ideas.

BE: Not there yet.

DK: *The National Center for Public Sector Innovation (COI):* All the center's projects are developed in close collaboration with innovation practitioners in the public sector and sometimes in collaboration with private actors, NGOs/civil society and foundations.

MindLab:

- Use focus groups or surveys to test ideas (it is not possible to tick the box)
- Testing prototypes on location one-on-one with the user or conducting workshops where users are asked to test prototypes and give feedback
- Creating a test set-up and feedback loop in order to receive input on prototypes without participation from members of the lab

FI: D9 – Digitalization support: Service design is used as early phases of the projects as possible and both in strategic level and operational. Questioning the need of the proposal and actions can often reveal another root-cause to tackle.

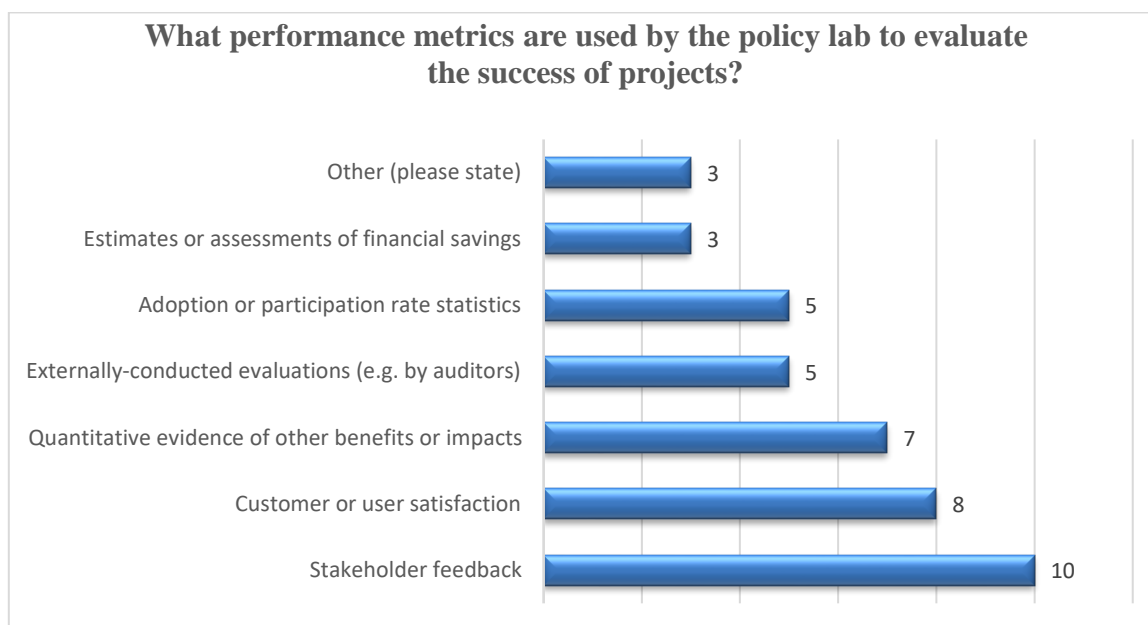
Finnish National Agency for Education: Give every municipality and school a chance to experiment and innovate.

NO: The Agencies that receives support from the Lab are themselves in charge of the piloting and implementing of the solutions of further investment in the challenge.

SE: Experio Lab: Please go to www.experiolab.se also in English

Reglab: The participants implement what they learn in their own organization.

What performance metrics are used by the policy lab to evaluate the success of projects?



With the aim to evaluate the success of the projects the MS defined stakeholder feedback as the most commonly used performance metric. A smaller number mentioned quantitative evidence and participation rate statistics. Very few countries point out that the estimates of financial savings are also used as a performance metric.

FI: D9 – Digitalization support - External evaluation is done about the policy-lab and several areas of clients are interviewed etc. in the winter 2017- spring 2018.

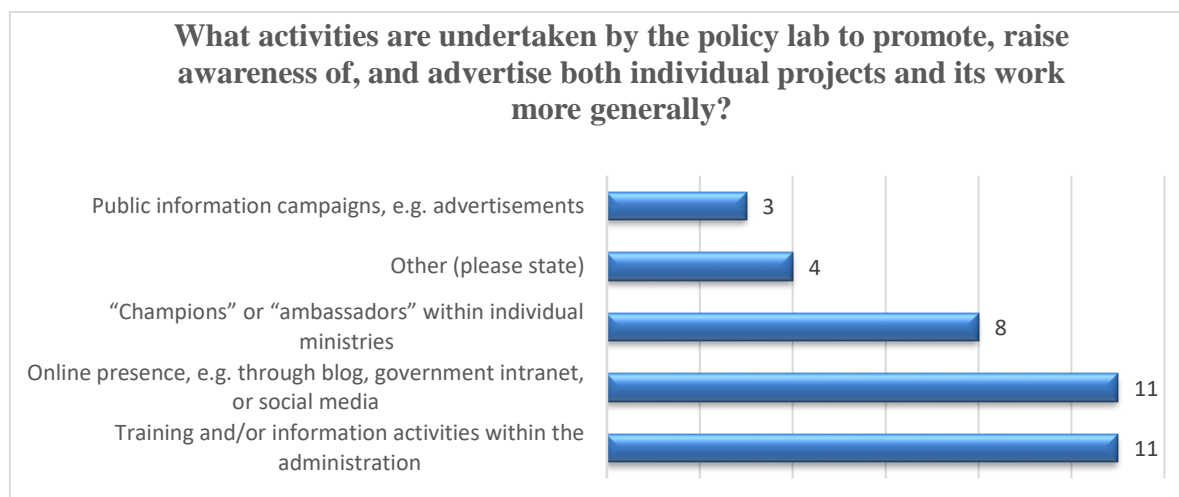
6Aika (six citys): Presentations, stands, workshops in different city-level, national and international events, conferences etc.

Trafficlab: Surveys for the steering group/network

RO: Monitoring performance indicators.

SI: The solution of each challenge will be the prototype. After 3 months, the project team will ask for the feedback about the implementation and eventual impacts. This way we will follow the progress of solved challenges.

What activities are undertaken by the policy lab to promote, raise awareness of, and advertise both individual projects and its work more generally?



Most of the Member States mentioned that throughout the activities undertaken by the policy lab to promote, raise awareness of, and advertise both individual projects and its work more generally are training and information activities within the administration, as well as blogs and social media campaigns. Many Member States also reported having 'champions' for the policy lab within individual Ministries to promote its work and to raise the profile of the lab internally. Advertising and other public-facing campaigns are not so widely spread among the countries' responses.

DK: *The National Center for Public Sector Innovation (COI):* In order to establish and enhance the relations between Danish public sector innovators the center has undertaken two national initiatives: 1) National Innovation Internship, which connects innovators across the public sector and enables learning and finding innovation inspiration in a daily practice as well as spreading innovations across the public sector 2) Networks for innovative leaders and employees, which by establishing trust and deep connections between public sector innovators provides a safe forum for tackling the day to day challenges of public sector innovation. The center has prioritized having a full time communications officer in order to professionally communicate and raise awareness of public sector innovation. Much of this communication is based on the work of the center on the InnovationBarometer, The guide to Spreading innovation and the aid-kit to evaluating innovation. Thus the communication activities are centered on statistical based knowledge on public sector innovation and dialogue tools and kits to aid innovators in their daily activities.

MindLab: Lecture style inspiration events for employees in ministries and government management execution. MindLab has initiated a network called ‘LabRats’ targeted at talented employees from the ministries. They all have towering ambitions for the public sector, and together they are launching a wave of experiments and small improvements, so the public sector can become the best version of itself.

FI: Sitra: Challenge competitions, workshops, conferences etc.

D9 – Digitalization support - Inviting ambassadors to work with the team, creating all actions with the clients and developing all actions as cross-governmental.

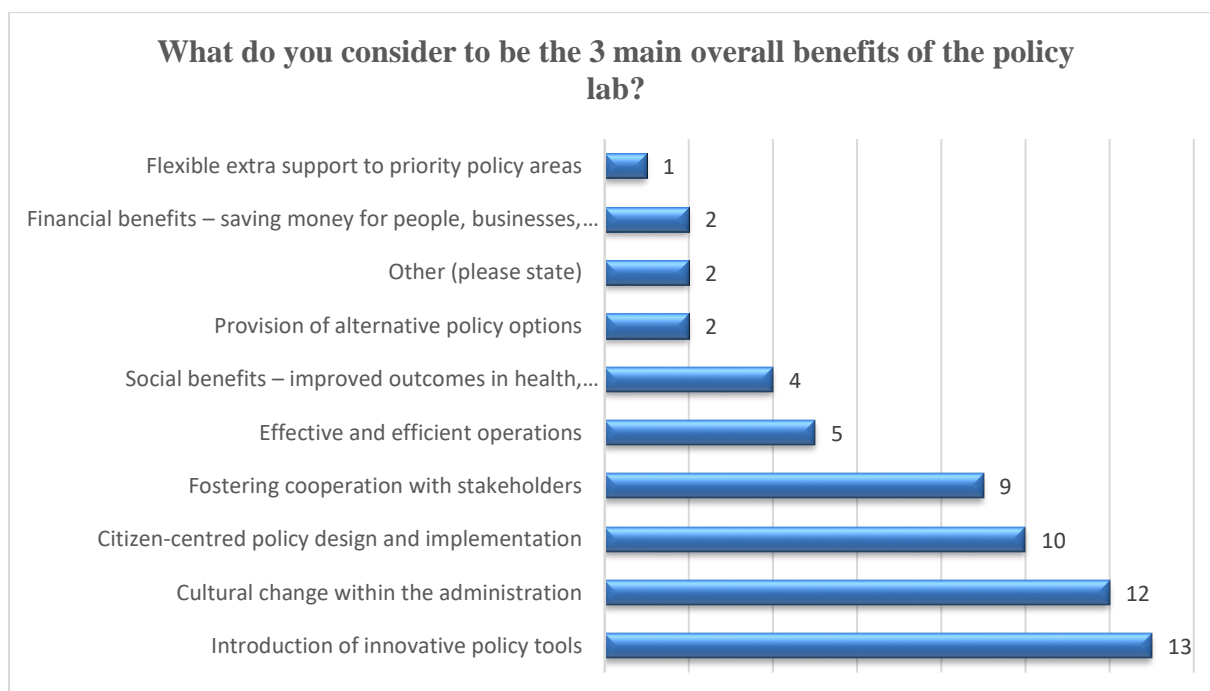
Trafficlab: Youtube videos about the projects or mobility services

IT: Artificial Intelligence (AI) Task Force - Dissemination activities, participation in conferences organised by private sector and in international conferences/meetings.

SE: Reglab - If we are useful for our owners – if they learn and use what they learn and become more efficient – we don’t need to promote in any other way. We are not here for our own sake.

SI: Innovation community.

What do you consider to be the 3 main overall benefits of the policy lab?



The vast majority of the countries pointed out as a main overall benefit of the policy lab the introduction of innovative policy tools. Cultural change within the administration is also seen as a great advantage by many MS. Another widely reported benefit is the focus that policy labs have on citizen-centered policy design. It is notable that financial savings are not seen by many Member States as a prime advantage of policy labs. However, this may be linked to the difficulty of measuring the financial savings delivered by the labs, making it hard to identify savings that may have been made.

ES: The Innovation WG is intended to introduce innovative policy tools.

FI: D9 – Digitalization support - Cultural change within the administration: bringing together human centricity and new disruptive technologies together.

IT: OGP - Stakeholders include civil society.

PT: The creation of LabX allows the design and experimentation of new solutions for public services, before scaling them in size. The goal is to co-create solutions with public servants, public officials, citizens and most importantly to experiment those solutions, in order to ensure that they really address citizens' problems before implementing them. If public administration embeds an experimentation culture and mind-set, it can be more ambitious in the design of services and have better risk control in the development phase.

SE: Reglab - We are an excellent example of spreading new knowledge and implementing good practise, between peers (all of our activities have participants from different regions from the whole country). For very little money they get hold of the latest research and the best practise.

Successful Projects

AT: First results will be available in 2019.

BE: Business case innovative procurement:

Goals: Setting up a lean innovative process for small tenders to promote “buy from start-ups”, facilitate transfer of new technology to government. This new procurement process should be operational by mid 2018.

Innovation culture in FOD BIZA (Ministry of Home Affairs)

Goal: provide services to organize an innovation day – this will be the kick off for FOD BIZA to conduct a series of events & actions to build an innovation culture. In 2018 we will be supporting this organisation in becoming more innovative.

- ➔ The kick off on September 29 2017 was a success because we have succeeded in inspiring civil servants with all types of innovation and they have now the desire to become an innovative organisation and they have a better view how they could become this.

Innovation culture Big Data e-health (Ministry of Public Health)

Goal: provide services to organize an innovation trajectory – starting with a kick off on 1/2/2018 for experts and decision makers in the public health sector. We have inspired them so they would make good and shared challenges about issues in the public health domain. Now start-ups will deliver solutions for those important matters. At the end of the trajectory we want to deliver a report with opportunities, obstacles and smart actions mapped. The goal is also bringing all parties together in a mood of collaboration for a common purpose: a better health for the Belgian citizens.

- ➔ The kick off on February 1 2018 was a success because we have succeeded in inspiring civil servants with another view on the topic of Big data. They are brought together in a new setting and they formulated for the first time with different parties their common challenges for public health. They even engaged themselves publically to the project.

DK: The National Center for Public Sector Innovation (COI):

The Innovation Barometer: The world's first statistics on public sector innovation. Statistics on private sector innovation has been conducted by the OECD for the past 20+ years. Gaining an equally systematic knowledge on public sector innovation serves to inspire public workplaces to become more innovative and efficient and as input to decision makers and further research. Finally knowledge from the Barometer is an important base for the Innovation Center's other activities. Recently the Barometer has received much international interest. The Barometer has spread to the other Nordic countries. Norway has published results, and Sweden, Finland and Iceland have started work on similar barometers.

Spreading innovation: By reusing the solutions of others, public sector workplaces can save development costs, avoid unsuccessful strategies and achieve desired outcomes more quickly. Furthermore, by sharing our own solutions with others, we can use their experiences to improve the original solution and possibly achieve a greater reach and impact. COI aims to ease the path to share and reuse innovation in the public sector. COI has launched a guide and dialogue tool for “givers” and “takers” of innovation to use when collaborating. The guide consists of six steps with recommended actions to take and associated tools that help structure the dialogue throughout the spreading process. The guide provides an overview of an otherwise

complex process and is relevant for anyone who wants to collaborate on spreading an innovation from one context to another. This approach has also gained international interest and awareness. The approach and dialogue tool was featured at the World Government Summit in Dubai in February 2017, and COI was asked to run a workshop introducing the approach at the OECD conference: Innovation in Government the new normal in Paris in November 2017.

Evaluating innovation: COI has published a toolkit for evaluation of innovative actions. COI has published a short report, written by evaluation expert Professor Peter Dahler-Larsen on how to evaluate innovative actions. Furthermore COI has developed a hands-on guide through four phases of evaluating innovative actions. COI continues to facilitate discussions between researchers and practitioners across different fields in order to continuously make it easier and more attractive to document value-adding solutions and the value of innovative actions, which is an important prerequisite for spreading innovations. This work has been featured at the Danish Society for Evaluations annual conferences in both 2016 and 2017.

MID LAB: PRACTICE CHECK (MINISTRY OF EMPLOYMENT)

There can be a great distance from the parliament's visions of getting more citizens employed, to the job center workers who have to make it happen in practice. New initiatives always land in a hilly landscape of existing legislation, administration and professional assessments. MindLab has worked with The Danish Agency for Labour Market and Recruitment developing a model for a so-called 'practice check'. The model can systematically, efficiently and quickly provide a snapshot of how the agency's actions are interpreted and translated into practice by citizens, municipalities, unemployment funds and job centers. It can quickly identify whether employees have understood the intentions of an initiative or whether the initiative creates the intended value among the citizens. With such a mapping, it is far easier for The Danish Agency for Labour Market and Recruitment to clarify how the approach should be adjusted so it best can fulfil the political intentions while considering the everyday life and realities of the front staff. The Danish Agency for Labour Market and Recruitment and MindLab completed a total of three practice checks that, on the one hand, were intended to test the model, and on the other hand, to build capacity among the agency's employees to carry out practice checks in the future without the participation of MindLab.

BETTER REGULATION (DANISH BUSINESS AUTHORITY)

Better regulation has been on the agenda of European governments for years. Better regulation means lower compliance costs for enterprises, so the first step on this path is to be able to measure the costs that regulation actually imposes on enterprises. Since 2004, the key method for this in Denmark has been the Standard Cost Model, a quantitative methodology that can measure the compliance costs of laws and legislation.

One thing this method can't do, though, is tell you how to improve regulations. The key issue here is how to obtain lower compliance costs without sacrificing the purpose of the

regulation. In the spring of 2017 MindLab worked together with the Danish Business Authority on developing a methodology that would meet these needs. Our strategy of introducing design anthropology was honed in a rapid, iterative process in the Danish road freight industry, focusing on safety regulations.

Design anthropology takes on-site interaction as the starting point for policy design. We visited 10 hauliers to understand how safety regulations materialise in practice. We were shown around their trucks and premises, tagged along on rides and witnessed on- and off-loadings. By talking and observing, we uncovered what the regulations really required, and were able to identify regulations that were perceived as costly. We then used the Standard Cost Model framework to measure the costs of those regulations in terms of time spent, direct costs and foregone production. Altogether, we identified 15 regulatory burdens that could probably be reduced through changes to regulations. Some of these were incredibly simple – like combining numerous annual tests into one, saving millions of euros in the process.

LABRATS – A NETWORK TARGETED AT TALENTED PUBLIC SERVANTS

MindLab aim to change the work culture in the public sector so that it becomes bolder and more experimental and dares to take direct action on whatever is not working in the state administration. There is a need for rank and file employees close to the process to insist that the public sector can always improve. We believe that ideas flourish best and courage develops most strongly in networks, in which people commit each other to drive the good ideas forward across the public sector. That is why we have assembled the most daring and talented employees from among our owners in the LabRats network. They all have towering ambitions for the public sector, and together they are launching a wave of experiments and small improvements, so the public sector can become the best version of itself.

EC: Lab Connections <https://blogs.ec.europa.eu/eupolicylab/tag/lab-connections/>

FI: Sitra: Importing the idea of venture capital to Finland, Circular economy, Impact investing

D9 – Digitalization support:

1. With Ministry of the Interior a tool for sharing best practises and follow-up of projects with national security actors and the stakeholders, also charitable or third sector organisations
2. The Cross-governmental group of Block-chain
3. The digital concept of Defence Administration

6Aika (six citys):

SOHJOA robot buses

SOHJOA robot buses are on trial in Helsinki, Espoo and Tampere. This unique experiment aims to solve the challenges of urban mobility. For companies, the robot buses offer a platform to develop and test their solutions in practice. The aim is to set Finland to the development fast lane of automated road transport systems and to create new export businesses.

Climate Streets

The Climate Streets in Helsinki and Vantaa aim to create the city of the future that is low carbon and adapted to climate change. Iso Roobertinkatu, Tikkuraitti and Asematie are already built areas to test and search for new solutions. Three agile pilots run to develop on sustainable solutions and resource-wise use of energy.

University hospitals as innovation platforms

The YSI project aimed at creating a productive health care system that supports innovations, effective ways of working and creation of new businesses. University hospitals in Turku and Oulu acted as a real-life innovation ecosystem, where health care professionals, patients and other stakeholder groups were involved in finding new products, services and solutions.

Trafficlab:

- Scanway2-during the project the company-driven cooperation started and the cross-border interoperability tests with digital tools was enabled
- NordicWay – real-time messages about conditions was sent with all the road users, user experience from companies and private drivers

Experimental Finland:

- **Place to Experiment** (Kokeilun paikka) is a digital platform that helps to transform ideas into concrete experiments. As a community Place to Experiment unites ideators, experimentors, coaches with funders and users. This is how it works: Tell the community about your idea, make a proposal for an experiment and start the experiment with support from the network. You can even submit a challenge by suggesting a problem for the community to ponder. The Place to Experiment helps you find the right kinds of partners for your experiment and report on the progress of your experiment so that others can learn from your experiment. The Place to Experiment is also a place where you can comment on other people's ideas, take up a challenge, find information, discuss and share you skills.
- **Experiments on circular economy.** A call for applications for circular economy projects was carried out to seek small-scale pilots to promote the circular economy in the ways we live, eat and move about. In total, 126 proposals were received. The selected 21 pilots were carried out by, for instance, private individuals, a number of companies and associations, universities of applied sciences as well as the cities. The experiments produced new solutions as well as encouraged people to act in new ways.
- **Basic income experiment.** Based on a brief, one-line pledge in the government's platform, Europe's first national, government-backed basic income experiment was kicked-off in Autumn 2015 by setting up a research consortium to prepare knowledge-base and legislation for the experiment. In January 2017 the government started paying a monthly €560 for a random but mandatory sample of 2,000 unemployed people aged 25 to 58. There is no obligation either to seek or accept employment during the two years the trial lasts, and any who do take a job will continue to receive the same amount until the end of the experiment. One of the main aims with the experiment is to learn whether unemployed Finns are put off taking up a job by the fear that a higher marginal

tax rate may leave them worse off. The trial marks a real breakthrough for field experiments in Finland because it is designed and run as a randomized controlled trial.

- Challenge in the hackathon – the university students of all over the world successfully tested and elaborated the open data about transport, communications and conditions (weather etc)

Suomidigi: The Ecosystem forum (and Predictive Society concept); The Playbook of Digitalization; Digitalization Forum for gov people

Finnish National Agency for Education: The work has just begun. We are in the process of creating the core task for the Innovation Centre and in addition are looking for education providers (municipalities) to start co-creating with us.

IT: Artificial Intelligence (AI) Task Force:

AI White Paper: the document analyses the challenges connected to the adoption of artificial Intelligence solutions in the Public Sector. The Agency will continue this work with the creation of a permanent unit that will accompany the integration of AI solutions in central and local administration.

Artificial Intelligence Ecosystem: the dynamic mapping of public and private entities that produce and/or use AI solutions in Italy. The Ecosystem is constantly updated with new entities that participate in the survey.

Italian Observatory on Artificial Intelligence: an initiative of the AI Task Force in cooperation with the research institute HER – Human Ecosystem Relations. The scope of the Observatory is to collect and analyse public conversations about artificial intelligence on social networks in Italy so to capture the sentiment about AI in the country.

OGP: The OGP team coordinated the drafting of the Third Italian OGP National Action Plan (NAP). The goal of the plan is to support Italian PA in its opening up processes. In fact, for the first time, the action plan contains the commitments of administrations other than central ones: turning this plan into a country-wide initiative. The NAP was created through a forum of actors that saw the participation of over 50 organizations from the world of associations, universities, research centers, consumers' and professional associations that worked actively with the PAs in proposing and drafting the actions included in the Plan. As of today the plan has been successful leading to the release of an addendum in 2017, containing 6 more actions. The actions of the plan can be monitored in their implementation, by everyone and on a permanent basis online (www.open.gov.it/monitora) and have been grouped in three different areas of the NAP: Transparency and open data, participation and accountability and digital citizenship and innovation. Among the many actions the ones we deem worthy of special attention are the following.

The Lab was responsible to develop tools to support participatory decision-making in Italian PAs through guidelines for consultations and appropriate technological solutions. The guidelines were developed in consultation with civil society and co-drafted with the Open Government Forum.

The Lab coordinated the organization of the Open Government Week in March 2018 and February 2017 making sure that administrations across the country and civil society

organizations set up events, meetings and release of datasets and documents during the week. Around 300 events took place on each occasion.

Labsus: The three most important projects of our policy lab probably concern: 1) the co-creation and promotion of “Regulations of the civic collaboration with citizens”, with the local authorities; 2) the co-establishment of “Sibec”, the first national school on collaborative management of common goods, with Euricse and Trento University; 3) the development of “Costruire comunità, liberare energie”, a project that enhancing the shared administration model in Lombardia.

NO: 1. Better air-quality data for citizens and public management

Participating Agencies: *Norwegian Environment Agency / The Directorate of Public Roads / The Norwegian Met. Institute*

The project works on how to develop a cross-sectorial service for informing citizens about the air-quality. By sharing data and collaborating on a joint system they now are on the way of making a new way of informing citizens on how to behave in different situations of air quality.

2. Driving License Terms

The Directorate of Public Roads / The Norwegian Directorate of Health & e-health / The Norwegian Police Directorate

The Project are a cross sectorial work on digitalisation of the health information provided to get a drivers licence in Norway. On a long term the project will have a huge return on investment and are already flagship project on how to work collaborately on complex and cross-sectorial dilemmas in the public sector.

3. Space efficiency

Statsbygg (Norwegian government's key advisor in construction and property affairs)

By implementing user sentric methods and tools for service design in the Agency for Construction and Property the agency will be able to reduce the use of square meters in public buildings and develop property on behalf of the users' needs, not what they want or assume they need. The goal is a reduction of 15% of built square meters.

PT: Taken into consideration that the LabX's projects are still ongoing, we will select three projects from our portfolio to illustrate our work:

1. Death and bereavement services: is a Ministries of Justice, Finance, Social Security and various private service providers (such as banking, insurance, energy, water and telecommunications) joint project that aims to bring together, in one single service, the full range of public and private services, which are necessary after the death of a family member.
2. Citizen Shops: the LabX is engaged in a large research on the Portuguese network of Citizen Shops, having selected various case studies to understand the behaviours, experiences and expectations of both its users and frontline staff. From the data gathered during that research, the LabX is committed in suggesting and designing solutions to improve the quality of public service delivery in the Citizen Shops.

3. Expenditure Road Map: is a project that aims to describe in a simple and clear manner all the tasks required for a public entity to make a purchase of goods or services and the respective payment. Furthermore, the project also aims to identify opportunities to reduce administrative burdens within this procedures.

SE: Reglab: Region 2050 - a two year foresight process, where we examined foresight methods, trends and megatrends.

BRP+ - a development of a regional system for measuring regional development in a broader sense (economic, environmental and social), a regional Swedish version of OECDs *Better life index*.

The regional role of integration – peer learning (one example of many)

SI: Inovativen.si project is a new initiative based on a successful pilot. For the past 3 years the Ministry has been running Partnerstvo za spremembe (eng. Partnership for change) a program of innovative collaboration between Slovenia's public administration and private sector, aimed at exchanging and using good ideas, practices and useful solutions, as well as employee exchange. The project grew gradually since its inception, in the 3rd round (2017) it involved 75 participants (15 in 2015), 36 companies (15 in 2015) and 6 ministries (1 in 2015).

This year we continue its fourth round, we got 31 problems from different organizations in public and private sector and chose 3 of them in order to solve them by cooperation. By June, we will develop prototypes on how to solve these challenges.

We are in the process of starting one of the challenges regarding the prisoners. Our aim is to design the solution to decrease the stigmatization of the prisoners through building their working capacity.

Now, we are just finishing the documentation for public procurement procedure to ensure the "pool" of experts, who will be available for solving the challenges. In the meantime, we are getting the challenges and going through first assessment to start solving them.

In March, we are launching the training program for innovation skills (facilitating, design thinking, agile methods of work, creative, lateral thinking, basics of visualization, "Elevator pitch", creative writing, effective presentations, evaluation), our aim is to train 1,200 civil servants.

We already established the Innovation community and organized 3 meetings with experts on subjects, such as "customer orientation" and "empathy". The cooperation of the experts in this case is pro-bono.

The Innovation WG does not have any project finished yet.