

Anticipatory Innovation Governance

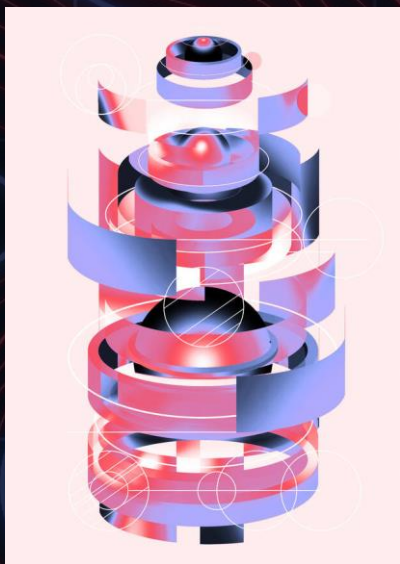
Interreg Europe Policy Learning Platform | 23rd September 2022



Observatory of
Public Sector Innovation

The OECD Observatory for Public Sector Innovation

We put innovation at the heart of government. Founded in 2013 based on the growing need for governments to adopt new approaches to address society's complex problems, OPSI strives to:



Uncover what's next

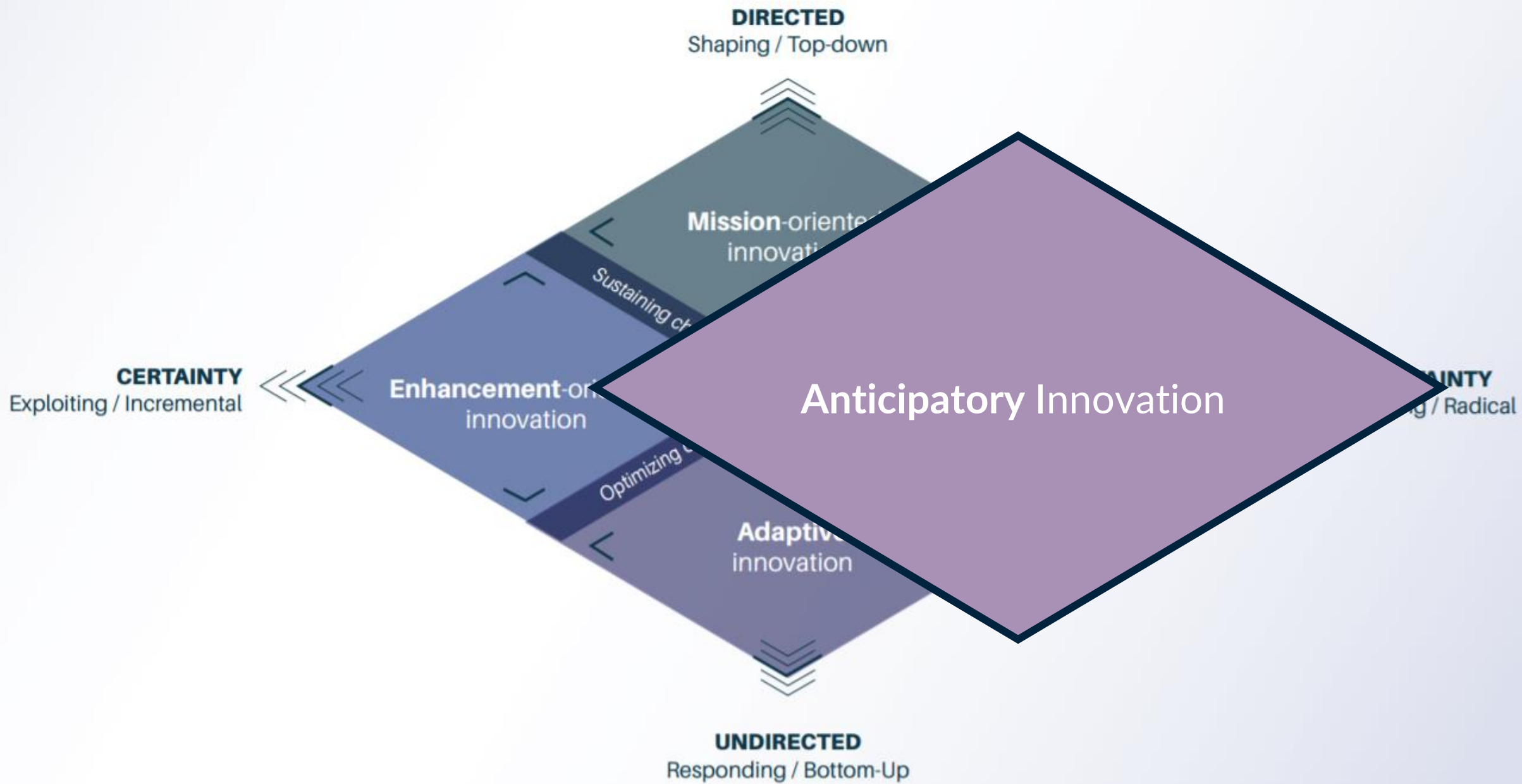
We analyse global trends and explore new possibilities for governments

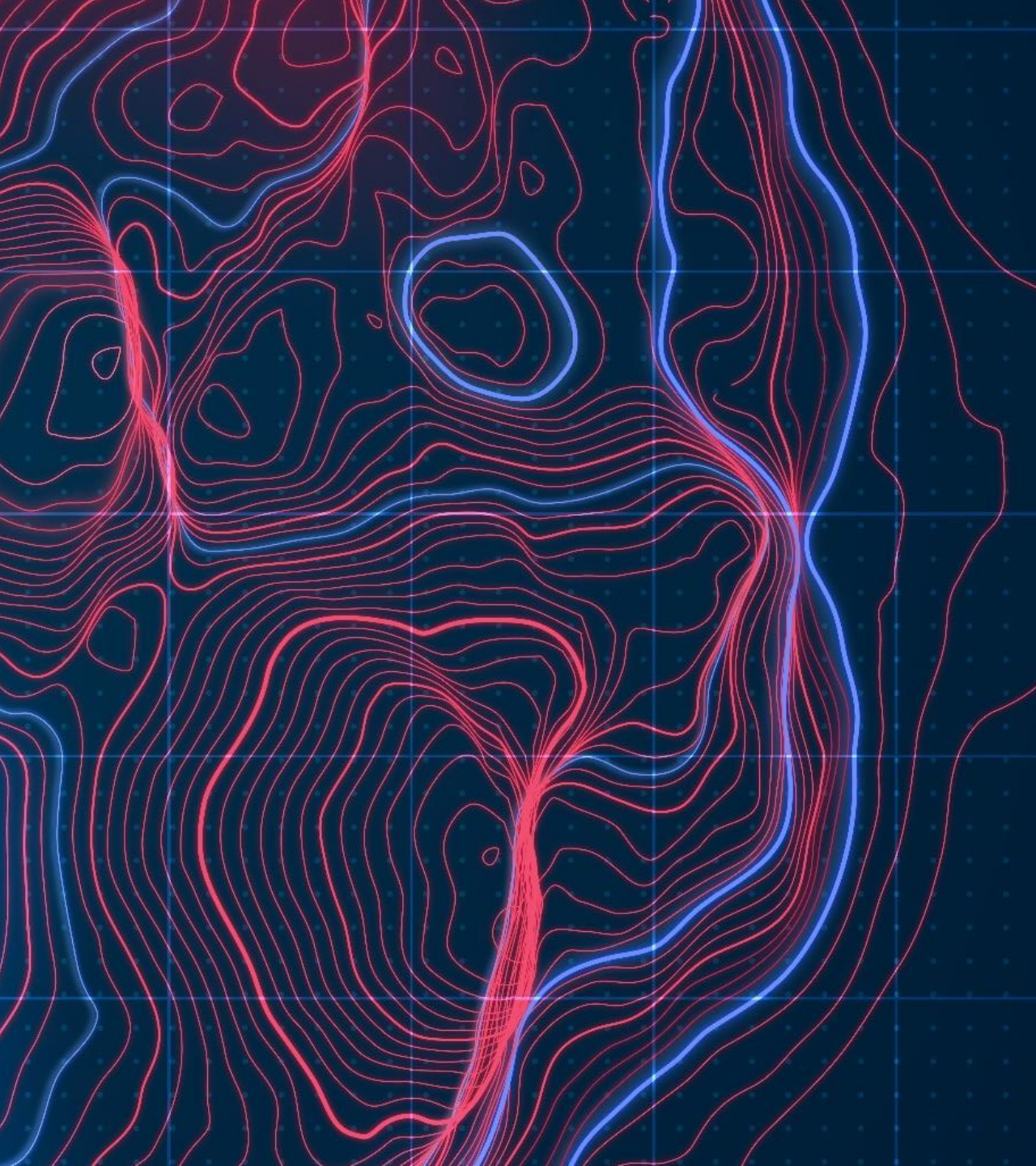
Turn the new into the normal

We provide the tools, know-how, skills and methods to implement theory into practice

Provide trusted advice

We develop guidance and tailored advice on ways governments can support innovation for better outcomes





Better anticipation Better decisions

All organisations are
anticipating all the time.

But none are making the most
of the present to prepare for
and shape the future.

Anticipatory innovation helps to
address this problem.

REACTIVE GOVERNMENT

- *Position of 'wait and see'*
- *'End-of-pipe' solutions that often fail to anticipate or address long-term systemic implications*

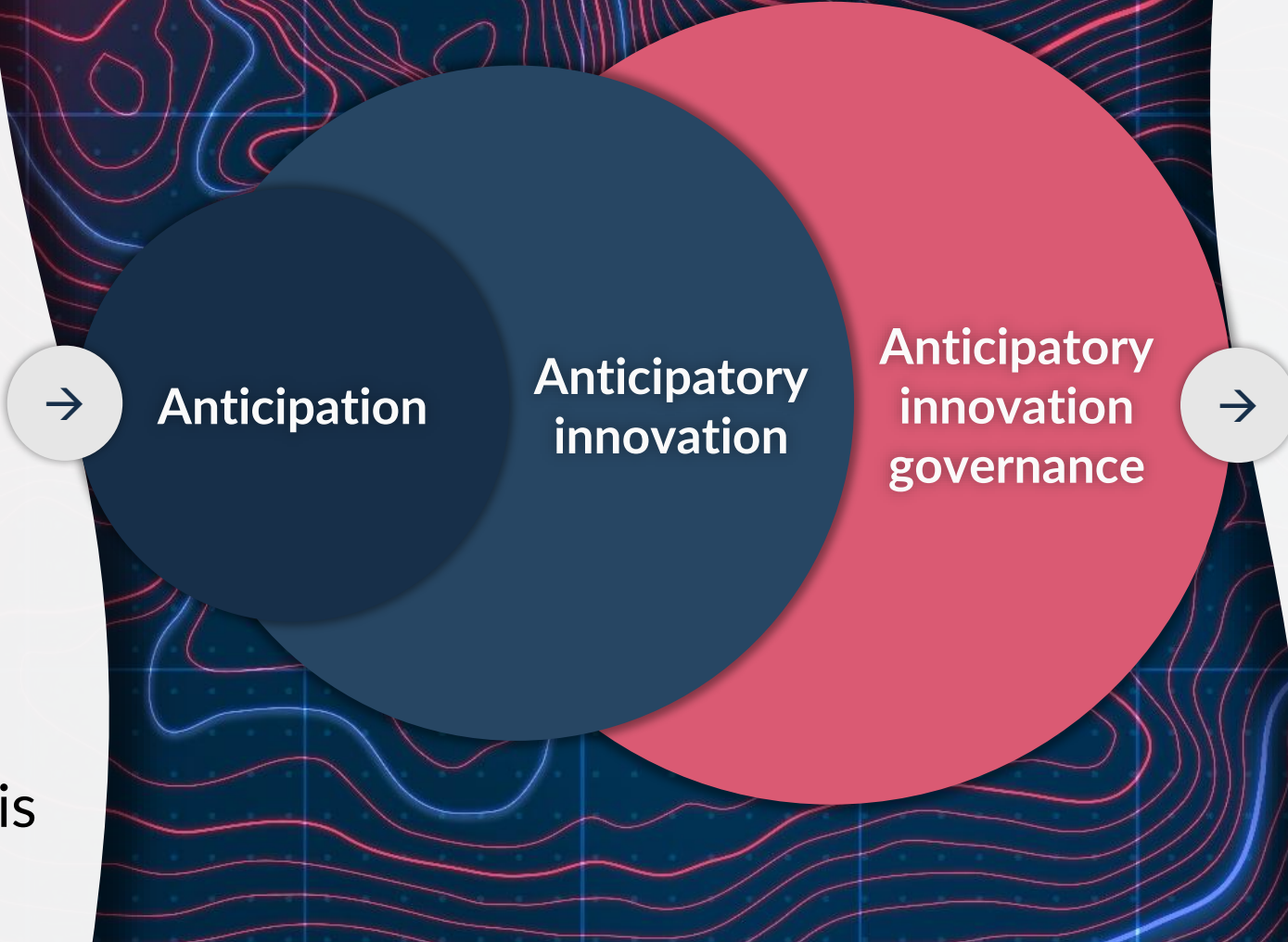
PROACTIVE GOVERNMENT

- *Government as an active shaper*
- *Anticipating various futures and actively exploring options in practise.*

FORESIGHT PRACTICE

Horizon scanning
Megatrends
Scenario planning
Visioning
Roadmapping
Cross-impacting
Futures wheel
Causal layered analysis
...etc

THE IMPACT GAP



POLICY ACTION

Policies
Strategies
Regulations
Partnerships
Common standards
Early warning systems
Infrastructure
Fiscal incentives
Public consultations
Research funding
...etc

Mechanisms of Anticipatory Innovation Governance

Authorising environment

Authorising environment is the system within the public sector that validates anticipatory innovations – provides feedback that there is demand, value, and use for the work.

- Vested interest and cognitive biases
- Public interest and participation
- Networks and partnerships
- Legitimacy
- Evidence and evaluation
- Learning loops

Agency

Agency defines the tools, methods and information resources that enable public servants and organisations to anticipate and innovate in practice.

- Alternatives exploration and experimentation
- Data and measurement
- Sense making
- Organisational capacity
- Tools and methods
- Institutional structures



Proactive governance in Finland

Project Elements and Timeline



Main action points from the assessment

1

Integration

Integrating futures and foresight with core strategic processes, innovation and experimentation.

2

Participation

Systematically involving citizens and other stakeholders in future-oriented policy creation.

3

Capabilities

Increasing access to and experience with anticipatory innovation approaches and tools.

5

Sense-making

Allow for complex and long-term policy issues to be collectively understood and sustained across the policy cycle.

6

Collaboration

Countering governmental silos and creating new ways of collaboration to look at emerging problems in a cross-government manner.

We worked with dedicated teams of public servants to explore how anticipation could be beneficially applied to four challenge areas

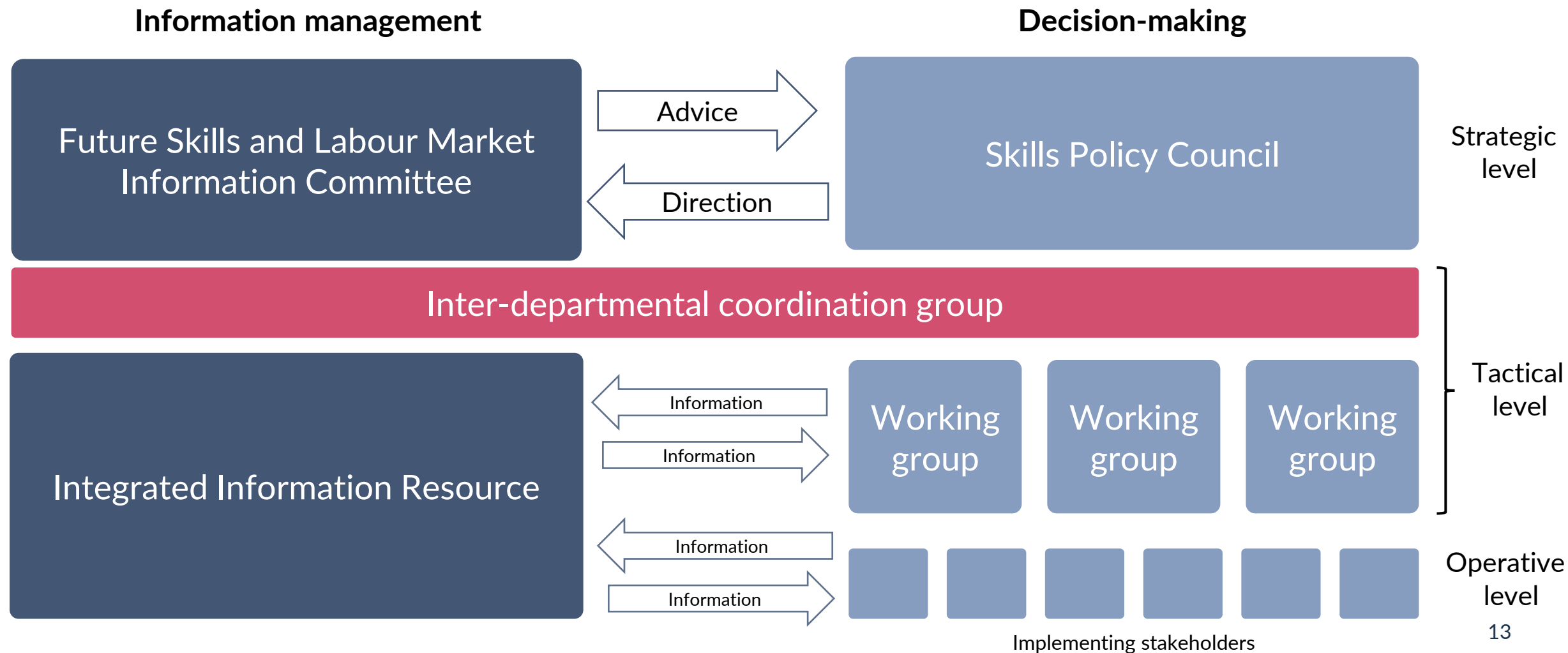
Mechanisms for the anticipatory governance of continuous learning

Child well-being in Finland's welfare service counties

Carbon neutrality & evidence about the future in fiscal policy

Politico-administrative cooperation on cross-cutting, complex policy issues

Leveraging collective intelligence to build a sustainable continuous learning system



Access here:

oe.cd/aigFIN

Towards an anticipatory innovation governance model in Finland

INTERMEDIATE REPORT

This report contains a preliminary assessment of the anticipatory innovation system in Finland as it emerges from the interviews and validations workshops carried out in Finland between October 2020 – April 2021. This work will be accompanied with a set of practical case studies and feed into a final OECD report to be completed in June 2022. This work has been supported by the Directorate General for Structural Reform Support (DG REFORM) of the European Commission under the grant REFORM/IM2020/04.

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Anticipatory Innovation Ecosystems in Latvia

Benefits of anticipation to innovation ecosystems

1

Opportunity spotting

Innovation ecosystem members can develop a better understanding of the types of innovations that are likely to deliver positive outcomes across a range of possible futures

3

New spaces for convergence

As anticipation reveals a variety of options for exploration, ecosystem participants can begin to see how greater collaboration can enable them to access opportunities and overcome challenges.

2

Consequence scanning

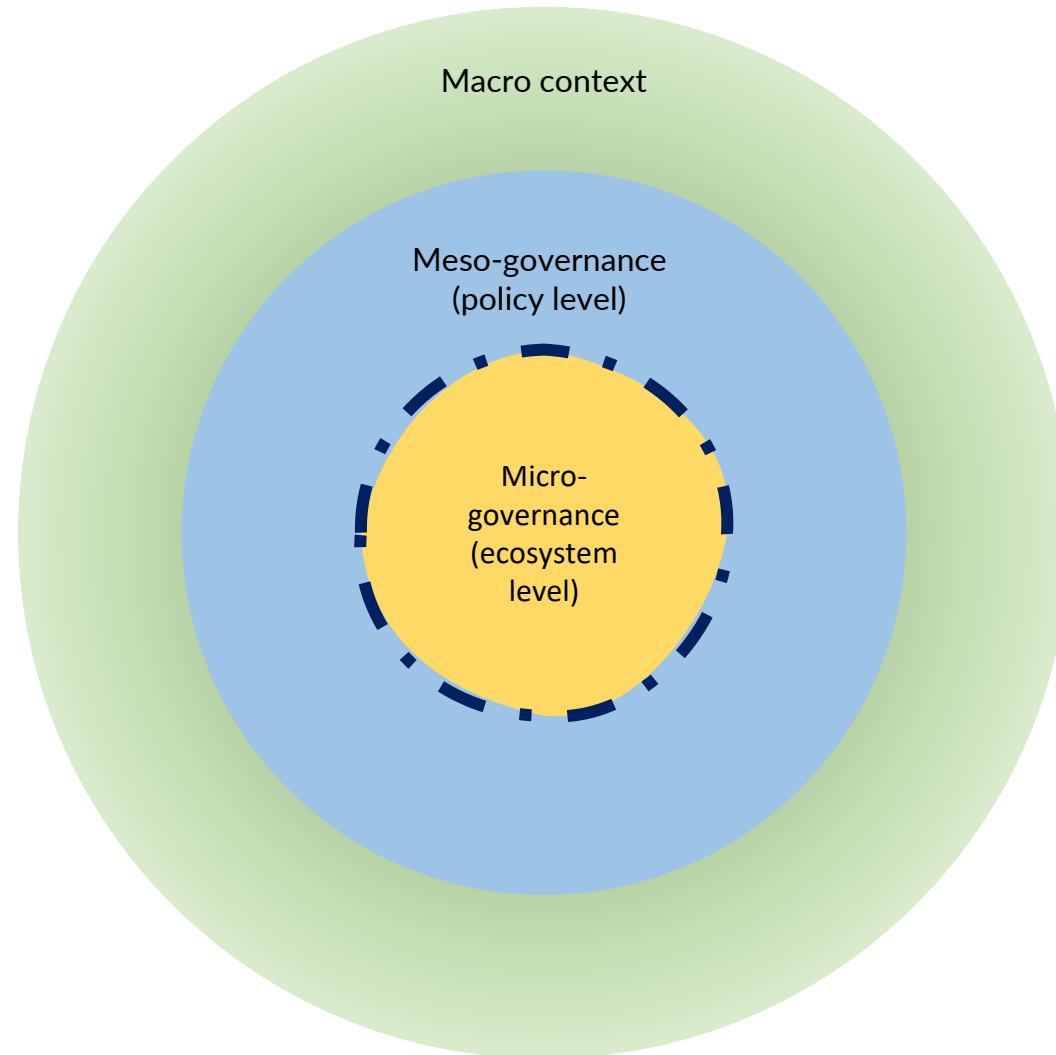
Anticipatory approaches enable the exploration of the consequences of technological development by drawing on the collective intelligence of ecosystem partners

4

Stimulates creativity

Anticipation provokes ecosystem partners to think creatively about how innovations can align with or shape potential future priorities

Nested levels of governance for anticipatory innovation



Micro-governance of anticipatory innovation ecosystems

- Ensure heterogeneity of experience, expertise and resources
- Create conditions for productive 'dissonance' that can lead to more ground-breaking innovations

- Employ relevant anticipatory approaches effectively
- Create a tolerance for failure and the adaptation of plans, e.g. through psychological safety
- Build capacity to feed learnings back into the system



- Ensure there is a shared understanding of the ecosystem's direction
- Create a concrete objective that activities can be measured towards

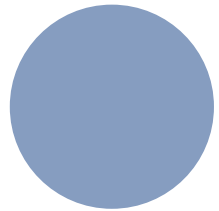
- Identify mutually beneficial activities for the ecosystem partners based on their competences, resources and goals
- Ensure robust relationships enabling productive work interactions and exchange of resources and information

A function-led approach for ongoing government coordination



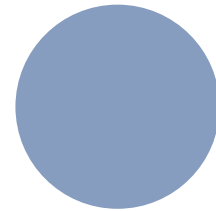
Etorbizuna Eraikiz (Building the Future), Gipuzkoa

Collaborative governance to shape the future



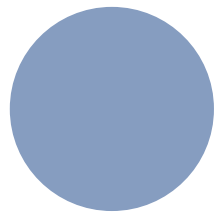
Etorkizuna Eraikiz Think Tank

Co-creation with diverse stakeholders to understand and propose solutions to future challenges: Future work, Green recovery, The futures of the welfare state, and New political culture.



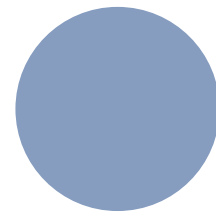
Gipuzkoa Lab

A space to launch experimental projects – 44 have been launched since 2017



Ekinez Ikasi

Action Learning process to promote active listening in political communication with citizens.



Futures-oriented missions

Working with EIT-Climate Kic. Aim: to make Gipuzkoa an advanced experimentation territory for a sustainable social, economic and environmental transition

The background features a dark blue grid with intricate, glowing contour lines in red and blue. The lines form complex, organic shapes that resemble topographic maps or data visualizations. The overall aesthetic is futuristic and technical.

Forthcoming...

New & ongoing projects...

Follow us on **Twitter** and **LinkedIn** to track the development of these new projects.



Slovenia

Supporting the development of anticipatory innovation ecosystems



Sweden

Networks for resilience against future risks



Ireland

Building capacity for anticipation in government



Flanders

A blueprint and pilot for a strategic foresight system

Publications: anticipation and foresight



Short brief

oe.cd/AIG-brief



Full brief

oe.cd/il/AIG-full



Ireland

oe.cd/sfIRE



Finland

oe.cd/aigFIN



Slovenia

oe.cd/talentSLO

Publications: innovation facets



Anticipatory
oe.cd/facets-anticipatory



Adaptive
oe.cd/facets-adaptive



Enhancement
oe.cd/facets-enhancement



Mission
oe.cd/facets-missions



Portfolios
oe.cd/innovation-portfolios

The background features a dark blue field with a grid of thin, light blue lines. Overlaid on this are numerous wavy, concentric lines in shades of red and blue, creating a topographic or contour map effect. The lines vary in thickness and density, giving a sense of depth and movement.

Thank you!