Mapping Innovation Units

Expert Report for the iLab of the International Monetary Fund

By Caroline Paulick-Thiel, October 2018
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Overview

This report has been conducted for the internal use of the iLab of the International Monetary Fund in 2018. The main objectives were to better understand how an innovative organizational culture between employees and key stakeholders can be fostered, as well as to create a mapping framework for innovation units that can be adapted and further developed. It is not a scientific study but can rather be seen as a contemporary glimpse into expert experience of people working within innovation units.

From a list of more than 250 identified innovation units across public and private sector as well as academia and civil society, 19 units were selected based on benchmarking qualities in relation to the IMF iLab including setup, sector and focus of work.

The profiles of the selected innovation units were compiled from material on the websites of the respective organization. A number of the labs featured in the profiles were willing to respond to a few questions regarding information that would not otherwise be available on their websites. Furthermore, it was possible to conduct telephone interviews with several innovation units. This provided a much higher degree of insight.

The interviews insights have been clustered in four different areas: incentivizing an innovation culture; aligning interests between staff and management; building structures for an innovation culture; overcoming barriers for an innovation culture.

Seeking a framework to map the gathered insights, a “map in progress” was developed for the analysis or evaluation of existing programs and the strategic development of future activities to foster human centered organizational development.

The report concludes with an outlook highlighting that innovation units challenge the status quo of an organization by requiring different spaces, tools and rules for their explorative and collaborative working approaches. In order to prevent unwanted divides within an organization and foster an inclusive innovation culture, a few basic aspects are recommended.
Setting the Scene

Spurred by a world in fast transition and new challenges, the necessity to make use of the valuable human potential for finding appropriate answers is more urgent than ever. Confronted by the complexity of interrelated social, technological, economical or ecological issues, private and public organizations have realized the need for innovation from within.

INNOVATION UNITS

For more than a decade, innovation units have been emerging worldwide, exploring the possibilities of re-organizing existing knowledge and building new relationships between people and their environments. Innovation units offer interfaces for organizational development that combine structural and cultural aspects:

- People who normally don’t meet in a siloed environment can meet and work together
- and are provided with explorative methods that foster collaboration and collective intelligence.

The integration of design methods that support the generation of knowledge based on different stakeholder perspectives and the integration of a broader range of values, norms and sources of evidence distinguishes these units from other types of knowledge actors. Innovation units can have the greatest impact by harvesting the amount of knowledge found in different places and packaging it into usable forms of socio-technological and socio-economical knowledge e.g. for evidence-based policy making that takes this wider range of evidence into account (McGann et al. 2018).

INNOVATION

There are many definitions of “innovation” relating to disruptive technical developments. Given the research focus of this report on cultural aspects of innovation, the following definition highlights the social and human aspect of innovation that is of direct relevance:

“An innovation is a new or significantly changed way of improving the workplace’s (human) activities and results. Innovations can be new or significantly changed services, products, processes, methods or organization or methods of communicating with (internal and) external parties.”

(Center for Public Innovation, Denmark)

Innovation is part of transformational processes. Its counterpart is called exnovation, which relates to the standardization but also demolition of existing structures.
HUMAN CENTERED DESIGN (HCD)

Design is directly linked to innovation in its potential to consciously create something valuable for people and their environments. Human Centered Design is deeply rooted in explorative learning approaches that put people at the center of the process and acknowledge the difference of human experiences. The following definition is of particular interest because it places the approach within public sector development:

“Human Centered Design is a creative and strategic approach to solve challenging problems frequently found in legacy systems, HCD is a springboard to sustainable change in the public sector. By incorporating people’s behaviors, mental models and needs into the process, HCD is especially suited for creative problem-finding and participatory problem-solving.”

(Stanford d.school)

Innovation Context

Challenges & Needs International Movement New Roles for Designers
Project Overview and Research Approach

The main objective of this project was to better understand how an innovative organizational culture between employees and key stakeholders can be fostered and create a mapping framework that can be adapted and further developed.

Another more general objective was to connect the IMF iLab to the international innovation community (especially with focus on public sector innovation) and to exchange existing expertise as well as support the development of the IMF iLab actively.

From a list of more than 250 identified innovation units across public and private sector, as well as academia and civil society, 19 units were selected based on benchmarking qualities including setup, sector and focus of work. The gathered material was extensive and selecting the specific examples was challenging. Together with the IMF iLab team, the cases were chosen as a start for further investigation, especially into the Middle East, Africa and Asia.
This first selection of innovation units was an attempt to combine different aspects:

- **Similarities concerning organizational setup**
- **International and intercultural scope**
- **Established units with experience concerning organizational development**
- **Rising units with interesting and relevant topics**

The profiles of the selected innovation units were compiled from material on the websites of the respective organization. All of the information is publicly available and represents how the units choose to present themselves to the outside world.

The material has been edited and ordered to criteria such as: setup & scope of work, approach / projects and relevance. The profiles are meant as a general introduction to the units, primarily in order to portray the broad variety of models. This is intended for benchmarking purposes (see annex).
Interview Insights

A number of the labs featured in the profiles were willing to respond to a few questions regarding information that would not otherwise be available on their websites (ATO, Legal Design Lab, Open Government Partnership).

Furthermore, it was possible to conduct telephone interviews with seven (plus two) innovation units (UNDP, Deutsche Post, Daimler, States of Change, MobLab, Center of Public Innovation). This provided a much higher degree of insight.

The guiding questions were:

- How do you incentivize a culture of innovation amongst staff? What kinds of approaches are most effective and why?
- How do you align interests of staff and management (throughout hierarchy levels) to allow innovation initiative, participation and engagement? What kinds of barriers are most difficult to overcome?
- What new policies or incentive structures have been fostered through the innovation efforts within your organization or the organizations you work with? Can you give an example?

The interviews insights have been clustered in four different areas: Incentivizing an innovation culture, Aligning interests between staff and management, Building structures for an innovation culture and Overcoming barriers for an innovation culture. Each cluster is given a headline and a short summarizing paragraph, followed by quotes.

Incentivizing a culture of innovation

BUILD OWNERSHIP

Many interviewees emphasized the need to encourage a sense of ownership for innovative ideas. The originators of novel solutions are usually the people who are best qualified to advocate for them. Allow these staff members to shine and thus set an example for others, enabling a culture of innovation to become established.
Initiate a cultural shift by motivating people through "movement not mandate":

You can't make people innovate. You have to do the culture change work to shift how the culture of an organization works and how people engage with one another and think about problems and solving problems.

If rewarded by the culture and system, employees are happy to advance innovation. The problem is, if not coupled with the relevant expertise – it's mainly the mainstream operators who are reluctant to acquire expertise – then it becomes doing new things with the old methods, which is essentially compromising the results of the work.

Identify the indicators of a good innovation culture:

Being good at collaborating across a workplace; entering onto new roads, even if there's a risk that it's the wrong road; working systematically with learning from your mistakes; recognizing people who come with new ideas; working systematically with citizens' and or companies' perspectives; being clear about what you want to achieve with your innovation initiative.

Give acknowledgement and create opportunities:

Acknowledge the real novelty while keeping the balance between doing things as usual and giving opportunities to people to learn and expand.

BE OPEN FOR ALL

An innovative culture can only truly become embedded throughout an organization if it is seen as inclusive. All staff should feel empowered to make suggestions and be supported in trying new approaches. Trust in the collective intelligence of your organization.

Use collective intelligence and appropriate tools for overcoming crises:

Use some online tools – some open collaboration tools for people to surface ideas from everywhere in the organization, not just this small group.

Count everybody in, no matter what level of staff they are:

Get some ideas from across the organization, no matter what level of staff. Everyone has the ability to be creative. It's not like some people are innovative and some aren't.

Be there for mainstreamers and non-mainstreamers:

Mainstreamers are the majority of staff. They require nudging and hand-holding and support, and they need to have a specific kind of professional reward: either a promotion or acknowledgement or something related. Non-mainstreamers are people who are naturally self-starters. These people only require the space to experiment and learn and expand.
DEVELOP PEOPLE

There will always be staff members who have innovative ideas. Allow that way of thinking to become contagious throughout the organization by providing support and training to different types of innovators, enable them to organize their knowledge and convey that mindset to others.

Build educational frameworks:

Allow innovators to continue to promote an idea as an idea generator and have tools to further develop the idea. For transformations towards digitization and new working methods, there we offer many things that are accessible to all. Employees can voluntarily choose from the basket of options.

Teach and facilitate facilitating:

We teach other people in the organization this way of problem solving, so that they can build that capacity for themselves and their own departments.

Offer direct coaching for impactful results:

For our partners, we do a lot of technical coaching, innovation coaching and problem solving. We're there with them all the time to make sure they generate impactful results within their working environment.

Create network access and expand it:

Provide access to a network and support engagement within it.

GIVE CREDIT

Grant employees the kudos they deserve for original ideas and their implementation. Acknowledge those people who have instigated fresh approaches and show that innovative impulses come in many forms. All too often, management seems eager to claim credit for implementing a new idea, although it actually emerged from adapting daily practice.

Establish an Innovation KPI with a Global Score Card:

...so that people get their ideas incentivized from a management-wide perspective.

Offer prizes for ideas, implementation and imitating:

Including structural-cultural elements like innovation fund, innovation strategy, innovation unit.

Open grants with learning transfer:

We provide money to build this innovation team through what have typically been three-year grants.

Management issues internal grants to the staff, saying: "Each of you can have $2000 or $5000 and you can spend it in the way you want, but you have to come back with the learning."
Lower risks by funding experiments actively:

We take that risk for them and say: "We'll help you build this capacity, we'll give you the funds to hire these innovators into the organization so they become part of the DNA."

**SHOW - DON'T REPORT**

Allow the actual impact of a fresh approach to be appreciated by staff in daily practice. A good idea can always be further improved through collective evaluation and adaptation to different fields of work within an organization. Give people space to present their good work and ask questions. Draw attention to an innovation and let the results speak for themselves.

Demonstrate the impact by feeling the change:

Show how the new way of problem solving can have impact. So by the time the grant ends there's incentive for the organization to actually keep them going and say "we can't operate without the innovation team now" because they've really proven the value.

Use backing from the management to try new ways of working with them:

When we started the initiative, there was strong backing from the management, with a presentation to the board and budget.

And then during this time that is freed up they can do things that are interesting, professionally satisfying and new. And that might stay at that level if it is not backed up by the managerial support. … Eventually these people move out.

**Aligning interests between staff and management**

**CONNECT GOALS AND STRATEGIES**

Staff and management often have different intentions behind innovation. Staff are interested in making their daily work more engaging and meaningful, whereas management typically seeks increased efficiency. Particularly for middle management, this can lead to a conflict of interests. Focus on the effectiveness of a new approach or solution.

Implement innovation as a means and tool towards creating organizational value:

Promote innovation as a tool towards achieving a goal. If you have a really strong strategic talk on that, that's a very import part in aligning your organization.

Make innovation a contribution to real problems:

The results of the project will ideally contribute to or feed into the overall program implementation, embedded in thematic and expertise-based work.
Embed innovative culture strategically into the mainstream procedures:

Innovation has to be strategic or it will stay sandboxed. Operation and the decision on what novelties to introduce has to be made in direct discussion with the management. Because mainstream will always suppress innovation.

In centralized planning and centralized approaches, the strategic plan outlines this innovative line of work specifically and encourages engaging in diverse partnerships with diverse approaches, testing novelties, bringing them on board. That creates legitimacy to look at the internal processes in a different way, to make things easier.

Develop framing strategies:

"Balance Strategy" combines a completely digitized business model (to offer all processes digitally) and additionally offer processes that are tailored to customer needs and strengthening of the core business.

Other measures include the BMC (Business Model Canvas), and an award where management can focus on specific issues and create management attention and bring different sides together. That is an operational level that results from the strategy.

CREATE VALUE

Innovation presents many opportunities, as well as new challenges. New approaches can easily be perceived as intimidating, or even threatening. This is especially true regarding digitization. Throughout all sectors, there is a valid concern about "teaching a machine how to replace me". Lay out the value of old and new knowledge to be connected if possible.

Provide the right services:

It is important to make sure we were providing a different set of services or values to those different segments of our community.

Understand the different needs:

Leadership needs to very quickly understand what's changing in the world, how to find the right staff, how to structure teams differently to include these kinds of new roles, these digital roles. At a practitioner level, maybe I need to know how to use Google Analytics, or I need to connect with people in other offices who are doing similar work, but I don't know about them yet, so I need help finding them.

With us it is currently the case that we are clearly focused on internal business units to treat their pain points and find out what they need.

ENABLE VARIETY OF PEOPLE

A key to establishing a culture of innovation within an organization is to mix things up and bring together a variety of people from different departments and hierarchal levels who can share experiences and ideas at eye-level. It is also important to bring in outside perspectives with experience in innovation – as moderators, contributors and facilitators.
**Initiate innovation culture from the bottom up to pass on to all:**

Employees should be enabled to design innovations themselves, because we do not assume that the company creates this from a department. We want to pass this on to all via multipliers.

**Ensure a network of people who are engaged in innovation work:**

At the regional office there is a Knowledge and Innovations team, at central level there is a Knowledge and Innovations unit, which is fostering the linkages between them, and are also advocating on behalf of the grassroots country offices, the individual offices of the organization.

**Enable co-creation between divisions and hierarchies:**

Today, we work much more in co-creation, where we have different departments and both sides really work together very acutely in the projects to develop new products.

**Go for diversity and a mix of people:**

To be really great, they already have different experiences and expertise that they don't have to develop at this point of time within government. But then it's also really important to have people from inside government, who understand the culture, who understand the people. That can help bridge trust and collaboration, so that people from outside can learn how to do this in the most effective way. Together they really have a diverse mix of skills.

**INFORM DECISION ARCHITECTURES**

The structure of an organization can play a decisive role in enabling or inhibiting innovation. Longer vertical hierarchies have vested interests in preserving the status quo. Broader horizontal hierarchies can lead to detachment from potentially relevant parallel impulses. A central role of an innovation unit is to help bridge these gaps.

**Convene low hierarchies:**

The culture is really conducive towards making innovation happen. We have a low power distance in the workplace, there's not a big power hierarchy. Some of those middle management problems are more prevalent in other countries – some of the time gaps down through the organization that you'll see in some of the change management models and theories, that there's a time lag there. We're more facing barriers that are horizontal rather than vertical.

There is a culture-based approach and the management team understands that we need innovation and that it must be promoted.
Enable management to give space as well as give direction:

The task of the management is to give people space as well as giving them direction. In terms of: What is the social good? What is the benefit? What is the target that we want to achieve? And which of the areas would it be preferred to experiment in? It's 100% plus workload. And when you get better at doing this, when this is expanding, it is extremely important that managerial support is equally matching that expansion.

Facilitate executive sponsorship and excitement:

The leaders need to be excited about this or things will get stuck. But it's really the middle managers who also have to be on board, because they're dealing with the leaders who are telling them they have to do this. Then it becomes a mandate rather than something that they want to be a part of and are excited about.

COMMUNICATE CLEARLY

Proposing and implementing innovation requires the approval of an idea or new approach by a variety of stakeholders. Understanding the different needs of those involved can enable a nuanced communication of intentions in order to bring everybody onboard. Talk also about what doesn't work throughout all hierarchy levels.

Care for language to express more understandably to different audiences:

We try, for example, to express ourselves more understandably in blog posts and to always address the appropriate target group.

Communicate with the management convincingly:

It helps when the management is completely convinced and communicates as such.

There are many events about innovation, which communicate that the new business is very important.

There was a lot of support from management, also because it is not an incredibly expensive thing.

Create visibility with casual events as well as notable results:

Before bringing this competency in, hold brown bag lunches and introduce the concepts if that hasn't happened in the organization yet. Create momentum where people say, "I want to have those great impacts, too" and "Wow, they are talking about all these great things, maybe I need to look into it." Then they're more willing to reach out and want to learn more.
Building structures for an innovation culture

DEVELOP NETWORKS

A culture of innovation depends on establishing networks that provide constructive support and exchange between likeminded and very different types of innovators. Sharing experiences within and beyond an organization is crucial for learning and overcoming obstacles.

Establish alumni programs:

We make sure you stay connected to this network of people who can help you.

Create new places where a wide variety of departments are gathered and in closer contact:

There is a “shared desk model” where there are no fixed seats, but people sit together depending on how that need to work together on that day. This also means that a wide variety of departments are gathered.

Generate awareness of each other:

Indeed, the generational issue has improved a lot in the last months and years, because people have become a lot more aware of how different people work on which topic and how to learn more from each other.

ESTABLISH INTERFACES

Especially within larger organizations, there is a need to establish clear interfaces between innovators and management, as well as between different departments, to coordinate how innovative measures are implemented and to monitor their progress.

Build more interfaces to other areas:

Make sure, interfaces between areas are created, so that it really comes to an exchange and not just one area slides over to the other. I think it is an exchange movement that is currently taking place.

Use interconnected small interfaces:

In the country offices, there are these small-team innovation labs that have the space to act like startups. These are interfaced between organization and partners, actively creating the same capacity in the government.

Work with HR and OD to ensure that exchange takes place:

HR is geared to ensuring that a lot of exchange takes place.

We use job shadowing that starts actively, where employees from totally unrelated areas e.g. legal, work with us for a few days in the department and look at the methods we work with: cultural transformation offers, Design Thinking, user testing.
EMBEDD GOOD PRACTICES STRUCTURALLY

Innovation requires time, planning and resources. It relies on the willingness on behalf of staff and management to create space for developments and to become embedded in existing organizational structures. Combine innovation with integration to make an organizational difference.

Engage policy and planning:

The innovation was shifting from a different generation of actors, from an older approach to a new approach. Implement a three year plan for your office to include ways in which you're building people power. You're creating roles for many people to participate in these projects. It has now become the norm or be mandated.

Become essential - from edge to center:

So it's moving from the idea of people power and participatory open processes – from being a fringe concept, where maybe it's only happening in pieces, to something that is essential to any project that the organization adopts.

Prove impact by experience:

People have to figure out if it's worth investing their time and energy with us, or are we just representing a whole bunch of new unproven things that maybe will disappear. That element of trust and relationship building, which was important before the digital age, is even more important now.

INTERRELATE REGIME AND NICHE

Groundbreaking work usually starts on the fringes of an organization. Strategies for renewal are needed to allow fresh approaches to enter the broader culture of an organization. The inclusion, explanation and mediation of different perspectives are crucial for developing new organizational narratives.

Balance between new and old:

Find the balance between the mainstream, how we usually do business, and the non-mainstream: how to do different things. And balancing these two requires a strategic approach. We still need to have the system in place for the grassroots innovations to meet that top level demand. We need space for creating, more places where external partners can engage with internal ones, so that they come out of the usual routine and they learn the concepts, not by book and not from the consultant, but hands-on.

Question the Status Quo:

With any larger organization, the challenge is staying at the cutting edge of whatever you're doing and being willing to question things and stay nimble and stay attuned to the demands of the landscape you're working in.
FUND RESEARCH & DEVELOPMENT

Funding structures are decisive for new developments. Resources must be made available to implement novel ideas over a realistic timeframe. Prizes and grants can be useful incentives. Create new budget positions, competence-oriented job profiles and adequate procurement procedures.

Fund opportunities:

We have internal innovation funds, which allows different country offices to apply to test different innovation approaches. They are less intensive in terms of reporting, and thus more focussed on learning.

Create new budget positions:

It’s built into our grant that the organization has to start transferring at least the director position onto the internal budget before the grant ends. So they already start building momentum for sustaining the team. Part of the expectation of the grant is that they will sustain the team when it’s done.

Be aware of funding consequences:

Create different prizes and encourage people to become more risk takers and make mistakes and learn from them. Attention always follows the prizes. But those prizes come with other problems, because what do you do if you give a reward to the first three winners, then what do you do with the rest of the people. So there are lots of problems, but those are the ones that are most visible.

GROW A LEARNING CULTURE

Ultimately, innovation within any organization is reliant on the people involved. Staff need to trust their colleagues, to feel appreciated, be provided the wherewithal to realize new concepts, and to be given credit for their efforts to learn, adapt and embed ways to better their working procedures, results and impact.

Invest in relationships and trust:

Nothing really happens without trusted relationships. People have an amount of willingness to get on board with a certain kind of change or do something maybe prompted by external backers, but ultimately it comes down to trust. Do they believe that you’re there for a good reason that you’re there to help them? Or are you potentially a threat to them in some way?

Appreciate achievements:

There has to be appreciation for the achievements, and to give people credit for their achievements. These people do not normally require promotions. They require further resources to invest in the innovation they are already pursuing and to expand it.
Give credit for doers:

Credit should be given to the people who are actually doing innovation work, because it is often hijacked. People who are higher up the ladder, they have access to resources, information, channels of communicating this information. So credit should be given to the originators lower down in order to foster the culture of innovation.

Overcoming barriers for a culture of innovation

In order to establish a culture of innovation within organizations, it is crucial to identify existing barriers to innovation and mitigate them.

The wish for innovation often comes from the management themselves, in the form of top-down incentives. "They face issues of 'I want people to do new things' or 'I'm giving employees opportunities, but they don't want to be engaged.' Here there is an ownership issue. Often the managers who want staff to innovate don't take into account what staff are actually interested in. Making that unseen link is extremely important for management, also to bring people together around a shared goal."

Policies or regulations can inhibit the kind of cross-departmental cooperation that leads to innovation. "The way the organization is set up, the challenge lies in getting innovation happening horizontally. That is more of a barrier than the vertical barriers." "I don't have legitimacy to act with the partners, like to develop the new project. If I go out and work with a partner, when I come back, I don't have a guarantee that I will be able to follow up on it."

Bureaucracy can also be an obvious barrier here. Requesting authorization or funds, reporting and bookkeeping all slow down the creative impulse. Here the question is: "How can an organization adapt its bureaucracy or processes that may get in the way of their own people's ability to do their best work?"

Often the cultures in different departments make working together more difficult. "Frictions between the business and IT side are not unusual, for which there has already been one or the other changes to work better together as technology becomes more and more important. The solution is to work much more together. In the past, there was a business unit and an IT unit, business gave orders to IT, then IT implemented it."

The movement of people often takes momentum away from innovative efforts, when management changes and personnel changes. "We see that as a way bigger barrier for innovation. Projects die when people move around a lot. When you get a change in top management, you get a change in direction and that can sometimes kill some of the innovation happening. Again that's a change management problem and an example of some of the inherent sickness in modern day big bureaucracies."

Innovation can often come from the grass roots of an organization. It is necessary for management to spot these impulses and consider how they can be adapted to other departments or further up the managerial ladder. "Often, when innovation starts at the lowest rung of the organizational ladder, it will be confined to the sandbox principle. There will be no scaling up. And that can stay at that level if it is now backed up by the managerial support. Eventually these people move out. However if there is a management that is receptive to these processes, then they try to bring them on board and allow more space and see what the opportunities are to scale up what they are doing."
It is a common problem that long-serving staff are averse to change, and perceive it as a threat. Yet experienced employees often have special insight into structural issues and bottlenecks. “There are surely employees who have been around for a long time who make skeptical comments, who do not sign up for courses we offer. But there are also good counterexamples, who participate very willingly.”

Visionary staff often have the feeling of being left alone with their creative ideas unless they are provided with a forum to implement them. If there is no infrastructure for innovation “then you are alone and you have to find the ways of dealing with the management. If that is not structurally embedded down to the lowest unit, it is still essentially unofficial.”
Mapping

Seeking a framework to map the gathered insights, the following “map in progress” was developed for the analysis or evaluation of existing programs and the strategic development of future activities fostering human centered organizational developments.

Understanding that transformations are shaped by directed human activity, it was important to put people and their different populations at the core of the map (yellow center pillar). The distinction of the different levels is backed up by extensive literature reviews on organizational learning (e.g. Rashman et al. 2009).

The external results of that directed human activity are categorized in the right turquoise axis, based on the ‘Four Orders of Design’ concept (Buchanan 2001) which helps to promote the perception of design areas from “something nice to have” to “essential for creating desired results at different levels”.

The internal embeddedness and underlying motifs (blue left pillar) for questioning the status quo are crucial to learning, innovating and transforming. The combination of formal and informal approaches is key to interlinking individual with organizational capacity building (Schein 1992).
Outlook

Innovation units challenge the status quo of an organization by requiring different spaces, tools and rules for their explorative and collaborative working approaches. Although the responsibilities of these units differ – from inspiring new products and services to building competences and capacities – their contribution to transforming the organizational status quo in relation to its core values and mission should be taken seriously into account.

Establishing an innovation unit usually triggers different developmental speeds within an organization. They often enjoy the attention of management, which can lead to an envious imbalance amongst staff. Especially when not embedded within the existing units, the differences between "normal" and "innovative" staff members can lead to cultural conflicts resulting from different values and a lack of appreciation. Therefore, organizational ambidexterity, the good management of these different tendencies, perspectives and needs of staff, is crucial for a meaningful development of structural and cultural aspects.

Contemporary management needs to be supported in understanding and facilitating these transformational processes by learning with and from innovation units and their collaborative approaches to deal with complexity, failure and open communication themselves. Talking and especially listening to several people who have extensive experience in facilitating transformative and disruptive organizational change processes, the following aspects are key to establishing an inclusive innovation culture:

- **Build relationships and trust for learning and transformation**
- **Link individual motivations with organizational needs by learning from practice and working on concrete challenges**
- **Invest in collaboration between areal and horizontal departments**
- **Foster team-learning in connection with the highest management level**
- **Provide resources for the testing and evaluation of interventions**
- **Establish networks before, during and after learning interaction**
- **Be onsite, accessible and open for requests**
- **Develop your team with different competencies and perspectives to accompany processes**
- **Dare to transform the way your unit works and creates impact as well**
About the Author

Caroline Paulick-Thiel is a strategic designer and expert in facilitating responsible innovation in cross-sectoral learning environments. Trained in design (BA) and in public policy (MPP), she is experienced in developing and leading participatory processes to address public challenges. In 2012, she co-founded nextlearning, an association that supports societal transformation processes with experiential learning formats. Since 2015, Caroline is the director of Politics for Tomorrow, a non-partisan initiative fostering human-centered approaches in public innovation in Germany, working together with political-administrative institutions from local to highest federal level.

With Politics for Tomorrow, she is involved in several major transformation projects promoting new models of governance in research and innovation politics and co-leading a unique research project “Daring to Transform” with the Research Center for Environmental Politics at Free University Berlin. The project seeks to develop a learning program for a Federal ministry and agency in Germany that will enable their employees to initiate and promote systemic change processes with actors from all sectors. For the first Creative Bureaucracy Festival in 2018, she initiated the Academy - a dedicated space for learning by doing and exhibiting experiences.

Caroline gives guest lectures at different universities, moderates talks for various national and international public organizations, facilitates workshops for institutions such as the Federal Chancellery, Federal Ministries and Agencies, the World Bank, the IMF, the German UNESCO Commission, research or academic organizations or political foundations. She is a member of the Open Government Partnership civil society network, initiated the Academy for the Creative Bureaucracy Festival and engages in various advisory activities e.g. as part of the Sounding Board of the GovLab in Austria. For many years, she has volunteered in projects that combine experiential learning, sustainable development and policy advice.
Acknowledgement

I wish to thank all the people who contributed thoughts and insights for this report during interviews and in written replies. The comments taken from different discussions have been generalized to remove details that would potentially reveal the origins or the specific institutional context.

Caroline Paulick-Thiel, October 2018
Literature


ANNEX I: Short presentation of report
Hi, I’m Caroline
Innovation Context

Spurred by a world in fast transition and new challenges, (public sector) innovation units have been emerging worldwide, exploring the possibilities of re-organizing existing knowledge and building new relationships between people and their environments.

They offer an interface for organizational development that combines structural and cultural aspects:
1) People who normally don’t meet in a siloed environment can meet and work together and
2) are provided with explorative methods that foster collaboration and collective intelligence.

What distinguishes these innovation units from other types of knowledge actors is the integration of design methods that support the generation of knowledge based on different stakeholder perspectives and the integration of a broader range of values, norms and sources of evidence.

This is where they can have the greatest impact: harvesting the amount of knowledge found in different places and packaging it into usable forms of political knowledge.
**Innovation Context**

**Definitions**

**Innovation**

“An innovation is a new or significantly changed way of improving the workplace’s (human) activities and results. Innovations can be new or significantly changed services, products, processes, methods or organization or methods of communicating with (internal and) external parties.” (COI)

Innovation can be part of transformational processes, its counterpart is called exnovation, relating to the demolition of existing structures.

**Human Centered Design (HCD)**

“A creative and strategic method to solve challenging problems frequently found in legacy systems. HCD is a springboard to sustainable change in the public sector. By incorporating people’s behaviors, mental models and needs into the process, HCD is especially suited for creative problem-finding and participatory problem-solving.” (Lab at OPM)
Project Background

- The main objective of this project was to systematically create a map innovation units, in different sectors, to better understand how an innovative organizational culture between employees and key stakeholders can be fostered.

- Another more general objective is to connect the IMF iLab to the international innovation community (especially with focus on public sector innovation) and to exchange existing expertise as well as support the development of the IMF iLab actively.
Profile Selection & Compilation

From a list of more than 200 identified innovation units across public and private sector as well as academia and civil society, 22 units were selected based on benchmarking qualities including setup, sector and focus of work.

The profiles of the selected innovation units were compiled from material on the internet sites of the respective organization. All of the information is publicly available, and represents how the units choose to present themselves to the outside world.

The material has been edited and ordered to criteria such as: setup & scope of work, approach / projects and relevance.
Overview of selected units

Selected Profiles
**Australian Taxation Office**

**Set Up & Scope of Work**

The Australian Tax Office Innovation Lab works with internal and external partners to explore new industry approaches and determine the feasibility and benefits of new products within technology environments. The ATO Innovation Lab was first to successfully develop and implement a proof of concept for an end-to-end solution that can be used by tax professionals. Our continued success in delivering digital solutions is evidenced by the fact that over 10,000 clients now use our online and over 2 million individuals use our app to fill and lodge their tax returns. We have won million awards using the ATO mobile, over 3 million clients using our Virtual Advocate solution, and over 15 million clients being supported by our virtual assistant, Alex.

Technology is no longer simply the way in which the tax and superannuation systems are administered. We aim to understand and supercharge the power of technology systems by working with our partners and the community. This will extend our innovation and account for recordkeeping, tax reporting, and back a better future experience.

Our blueprint for reinvention reflects what the community wants from the ATO – the kind of experience they want to have when they participate in the tax and super systems.

**Workshop Approach**

- Renewal authority (they have a small number of core activities related to their respective tax systems for the CTO) these functions have led them to a solution that is a unique record-keeping, tax return preparation, tax file management, and tax return processing.

**UN Data Innovation Lab**

**Set Up & Scope of Work**

UN agencies need to strengthen their capacity to collect, analyse and utilise new and existing data sources and build their work on solid foundations of evidence to make sure we are reaching those left furthest behind. Within the UN system there are many examples of successful examples of agencies that leverage data and emerging technologies to develop novel programs and services. The Data Innovation Lab workshops are led by data innovations such as the Data Innovation Lab, which further strengthens the intra-agency cooperation in the field of data innovation and beyond, contributes to advancing the data innovation systems-wide. In the next year, the Data Innovation Lab is already working outside of the UN Data Innovation Lab workshop is hosted by a platform from academic think tanks and the private sector and data experts from these workshops contributes to the workshops as speakers, experts, and mentors.

Although the Data Revolution is already transforming many sectors, it is essentially a systemic approach to solving the world’s problems by leveraging data and developing innovative solutions. It is the goal of this workshop to bring together data innovators and partners to work on solutions that can address the challenges we face.

The UN system-wide and Data Innovation Lab provides the system to innovate, design, develop, and deploy innovative tools to leverage emerging technologies to support the achievement of the Sustainable Development Goals. By bringing together private sector partners, academic institutions, data innovators, and experts in risk management, the UN Data Innovation Lab workshop is able to achieve the goals of the workshop.

**Flexible platform for jointly delivering ready-to-scale tools and approaches while strengthening internal capacity for data innovation across the UN**

**Workshop Approach**

- Using a flexible, modular, and scalable approach, the Data Innovation Lab helps UN agencies identify new high-potential opportunities in leveraging new data sources and develop innovative solutions that address the challenges they face.

- The workshops are designed to provide UN agencies with the opportunity to identify and discuss new potential innovations and learn from each other.

- The entire Data Innovation Lab workshop series has been made possible through the generous support of the UN agencies and without the support of any additional resources.
**Centre for Public Innovation**

**Set Up & Scope of Work**

The National Centre for Public Sector Innovation (COI) is funded by and works across the Danish public sector – the central government agencies, local municipalities and local government Denmark. In collaboration with the three umbrella organisations for public sector employees, COI contributes to the public sector becoming more efficient and delivering services and products of higher quality through innovation.

The agenda of public sector innovation changes rapidly as do the needs of public sector organisations. Therefore, COI works with a dynamic change framework that allows for adjustments. COI facilitates 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 innovation actions.

By spreading innovation and revising the solutions of others, public sector workers can save development costs, avoid unsuccessful strategies and achieve desired outcomes more swiftly. By sharing our solutions with others, we can use their experiences to improve the original solution and possibly achieve a greater reach and impact.

COI seeks to leverage public sector innovation in order to increase the quality and efficiency in the overall Innovation effort.

COI has three ambitions for the changes that are needed to increase the quality and efficiency of the public sector through innovation: System changes, behavioural changes and knowledge acquired and used.

COI has a driven, value-oriented approach to fulfilling our purpose and delivering our activities, by:

- developing and communicating knowledge and tools, including facilitation and evaluation workshops, public sector interaction and by decision makers and practitioners/scientists;
- holding a national presence and participating in meetings, workshops and conferences; establishing partnerships with networks, public sector workplaces, private sector companies, citizens, volunteers, volunteers;
- establishing and participating in the dialogue on the framework for public sector innovation.

**GIZ Capacity WORKS**

**Set Up & Scope of Work**

Reforming the health sector of the education system, ensuring an airport, reducing government debt or internationalising a business. All of these issues can change a subject that is increasingly on the agenda, in Europe and around the world. Any societal change process requires high demands as the quality of innovation between the state, the economy and civil society, sometimes even beyond national borders, and continents. As the interdependence between countries and their various stakeholders increases, the pressure on point creation becomes immense, with negotiations having to produce decisions that all sides can work with. This is generally anything but straightforward.

Capacity WORKS has proved a great success in German international cooperation, when it has advised and worked together as a model for capacity management, facilitating a change process in a remarkable difference between the political, economic and cultural sectors in which we work. Capacity WORKS’ first project in Germany was in the GIZ in 2008, with the former GIZ of the interdepartmental organization of the federal GIZ. Following a transitory pilot phase in 2008 and 2009, we then introduced it as our management model for sustainable development. Today, Capacity WORKS is an integral part of GIZ’s key processes from program design to implementation, to internal evaluation and reporting. It assists societal change in various areas such as the establishment of intermediaries, as well as a comprehensive tool that sets the stage for the action-oriented EU. It builds on GIZ’s management model Capacity WORKS, making it accessible for specific project activities. Communicated in this model is an innovative GIZ expertise in German international cooperation in many different societal change processes worldwide.

We work on commissioning projects, clients and partners in the design and roll-out of societal change processes by supporting them:

- providing sustainable negotiation practices that result in new structures, processes and roles for intergovernmental actors;
- making decisions and communicating them through transparent processes that the various actors can understand;
- enforcing logic that delivers facts and exemplary results for stakeholders and much more.

**Working Approach**

Approach to foster cultural change and new solutions.

- Capacity WORKS provides a measure and negotiation tool for the analysis of successful integration or management projects, an instrument for the identification of the five success factors, and a tool for addressing specific questions.
- Strategy: The cooperation system is guided by agreements on how the actors involved will go about, partly preprocessing and learning the decisions that affect them.
- Processes: Successful cooperation systems are characterized by a clear understanding of effective and efficient methodologies, for which new measures are established or existing mechanisms modified.
- Learning & innovation: The cooperation partners create an enabling environment for innovation by boosting the learning capacities of the actors involved.

**Facts**

- Website: www.interprojekt.de
- Email: info@interprojekt.de
- Social Network: Facebook, LinkedIn, Twitter
- Contact: +49 221 960 75-123

**Organisations will only participate in a cooperation system, and only themselves to become dependent on others, if they find the objectives attractive and cannot achieve them on their own. The programme is based on practical experience and the identified patterns of a “good practice” for successful cooperation. GIZ identified those as “success factors” for professional cooperation management and built a learning programme around it.
Interviews - Approach and Guiding Questions

The profiles are meant as a general introduction to the units, primarily in order to portray the broad variety of models. This is intended for benchmarking purposes.

A number of the labs featured in the profiles were willing to respond to a few questions regarding information that would not otherwise be available on a website.

Furthermore, it was possible to conduct telephone interviews with seven innovation units. This provided a much higher degree of insight.

1. How do you incentivize a culture of innovation amongst staff? What kinds of approaches are most effective and why?

2. How do you align interests of staff and management (throughout hierarchy levels) to allow innovation initiative, participation and engagement? What kinds of barriers are most difficult to overcome?

3. What new policies or incentive structures have been fostered through the innovation efforts within your organization or the organizations you work with? Can you give an example?
Interviews - Insights on Barriers for Innovation

- Top-down incentives and ownership issues
- Laws and regulations that hinder cooperation
- Bureaucracy gets in the way of people’s ability to do their best work
- Role confusion when crossing sectors and departments, going from linear to collaborative processes
- Loss of momentum through management and personnel changes
- No scaling up if it is not backed up by managerial support
- Generational conflict has to be taken into account
- Feeling alone and impactless if innovation is not structurally embedded down to the lowest unit

Interviews - Insights on Culture of Innovation

Build ownership
- Initiate a cultural shift by motivating people through movement not mandate
- Use indicators of a good innovation culture
- Give acknowledgement and create opportunities

Be open for all
- Use collective intelligence and appropriate tools for overcoming crises
- Count everybody in, no matter what level of staff they are
- Be there for mainstreamers and non-mainstreamers

Develop people
- Build educational frameworks
- Teach and facilitate facilitating
- Offer direct coaching for impactful results
- Create network access and expand it

Show - don’t report
- Demonstrate the impact by feeling the change
- Use backing from the management to try new ways of working with them
- Give people space to present their good work and ask questions

Give credit
- Innovation KPI with a Global Score Card
- Different kinds of prizes for ideas, implementation and imitating
- Structural-cultural elements like fund, strategy, units
- Open grants with learning transfer
- Lowering risks by funding experiments actively
**Interviews - Insights on Aligning Interests**

**Goals and strategies**
- Implement innovation as a means and tool towards creating organizational value
- Embed it strategically into the mainstream procedures
- Make it a contribution to real problems

**Creating value**
- Provide the right services
- Understand the different needs
- Initiate innovation culture bottom-up to pass on to all
- Ensure a network of people who are engaged in innovation work
- Enable co-creation between divisions and hierarchies
- Go for diversity and a mix of people (inside and outside)

**Informed Decision Architecture**
- Low hierarchies are conducive towards making innovation happen
- Enable management to give space as well as give direction
- Facilitate executive sponsorship and excitement

**Communication**
- Care for language to express more understandably to different audience
- Communicate with the management convincingly
- Create visibility with casual events and as well notable results

**Interviews - Insights on Incentive Structures**

**Building networks**
- Establish alumni program
- Create new places where a wide variety of departments are gathered and in closer contact
- Generate awareness of each other

**Interfaces**
- Build more interfaces to other areas
- Use startup-like interfaces
- Work with HR and OD to ensure that a lot of exchange takes place

**Regime and Niche**
- Balance between new and old
- Question status quo

**Research and development**
- Set up funds and strategies
- Consider prizes and the problems that come with them
- Fund opportunities to understand and solve problems
- Create new budget positions

**Culture**
- Build relationships and trust
- Show appreciation and offer resources
- Give credit to people who are actually doing innovation work (because it is often hijacked)
Combining Parameters

Seeking a framework to map the gathered insights, it seemed appropriate to create a combination of existing methods based on contemporary qualitative and quantitative research and related concepts. The developed framework can be used for the analysis or evaluation of existing programs and the strategic development of future activities.

Understanding that transformations are shaped by directed human activity, it was important to put people and their different populations at the core of the map. The distinction of the different levels is backed up by extensive literature reviews on organizational learning (Rashman et al. 2009).

The external results of that directed human activity are categorized in the right axis, based on the ‘Four Orders of Design’ concept (Buchanan 2004) which helps to promote the perception of design areas from “something nice to have” to “essential for creating desired results at different levels”.

The internal embeddedness and underlying motifs for questioning the status quo are crucial to learning, innovating and transforming. The combination of formal and informal approaches is key to interlinking individual with organizational capacity building (Schein 2002).
Recommendations

- Build relationships and trust for learning and success
- Link individual motivations with organizational needs by learning from practice and working on concrete challenges
- Invest in collaboration between areas and horizontal departments
- Use team-learning in connection with the highest management level
- Build networks before, during and after learning interaction
- Be onsite, accessible and open for requests
- Develop a team with different competencies and perspectives to accompany processes
- Provide resources for the implementation of interventions

Let’s stay in touch

Caroline Paulick-Thiel
cpt@politicsfortomorrow.de
ANNEX II:
List of collected units
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<th>Organization / Unit</th>
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<td>Australian Taxation Office</td>
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<td>Bizlab</td>
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<td>InnovationXchange</td>
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<td>Lab for Open Innovation in Science</td>
<td>ois.lbg.ac.at/</td>
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<td>Public Sector Innovation Branch</td>
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<td>Sydney Policy Lab</td>
<td>sydney.edu.au/sydney-policy-lab/</td>
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<td>The Australian Centre for Social Innovation</td>
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<td>innovationlabs.harvard.edu/harvard-i-lab/</td>
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<td>Henry Ford Learning Institute</td>
<td>hffi.org/</td>
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<td>Honda Silicon Valley Lab</td>
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<td>Innovation Office, SF Human Services Agency</td>
<td>SFHSAInnovationOffice.Tumblr.com</td>
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<td>John Hopkins University</td>
<td>thesocialinnovationlab.org</td>
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<td>JPMorgan Chase &amp; Co.’s</td>
<td>finlab.cfsinnovation.com/</td>
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<td>Legal Design Lab at Stanford Law School</td>
<td>law.stanford.edu/organizations/pages/legal-design-lab/</td>
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<td>opi.lsvll.io/innovation/</td>
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<td>Centre for Public Service Innovation</td>
<td>cpsi.co.za</td>
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ANNEX III: Profiles of selected units
Selected Innovation Units

- UN Data Innovation Lab
- UNDP Innovation Facility
- UNICEF Innovation
- WFP Innovation Accelerator
- Australian Taxation Office
- Bloomberg Innovation Teams
- Center for Public Innovation
- DPDHL Start-Up Lab
- Finance Innovation Lab
- GIZ Capacity WORKS
- Harvard i-lab
- Laboratorio de Gobierno
- Mobilisation Lab
- Observatory for Public Sector Innovation
- Open Government Partnership
- Stanford Legal Design Lab
- The Lab at OPM
- UK Policy Lab
- U.S. Global Development Lab
UN Data Innovation Lab

Set Up & Scope of Work

UN Agencies need to strengthen their capacity to collect, analyse and utilise new and existing data sources and build their work on solid foundations of evidence to make sure we are reaching those left furthest behind. Within the UN system there are few compelling operational examples of applications that leverage analysis of emerging data sources (mobile call records, social media, financial transactions, sensor data, etc.) with measurable impact in sustainable development programmes and humanitarian action.

In 2015, the CEB identified four initiatives to enable the UN to harness the power of the Data Revolution for Sustainable Development and UNICEF and WFP were jointly tasked to lead one of them, the Data Innovation Lab. Our Data Innovation Lab workshops are led by different UN Agencies, which further strengthens the inter-agency cooperation in the field of data innovation and beyond and contribute to advancing the data revolution system-wide. To bring in the vast expertise that already exists outside of the UN, each Data Innovation Lab workshop is hosted by a partner from academia, think-tanks or the private sector and data experts from these sectors participated in the workshops as speakers, experts and mentors.

Although the Data Revolution is already transforming private sector and civil society in profound ways, the knowledge and technical capacity in UN agencies remains limited. Some UN agencies have started to use new data sources and innovative approaches when designing programmes and measuring their impact. But overall, the UN and broader international community is relatively new to the field of data innovation.

The UN system-wide joint Data Innovation Lab provides the system to investigate, design, develop, prototype and test applications of emerging digital data sources in support of global efforts to achieve the data revolution for sustainable development. By bringing together private sector partners, academic centres of excellence, and leading experts in data privacy, the Lab gains access to new types of data, data mining and visualization technologies and novel analytical methodologies, providing the UN with hands-on experience collaborating within “safe spaces” for rapid innovation, and would contribute to the development and adoption of more agile, effective and efficient ways of working.

Facts

Website: https://data-innovation.unsystem.org/
Area: ITC
Set Up: internal
Sector: supranational
Year est.: 2015
Country: International

"Mapping Innovation Units' Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Gains access to new types of data, data mining and visualization technologies as well as novel analytical methodologies

Provides interorganizational workshops

Working Approach

- Using a build-to-learn, “fail fast or scale fast” approach, the Data Innovation Lab identifies high-potential opportunities to leverage new data sources safely and responsibly to address priority sustainable development challenges, employ user-centred design and rapid prototyping to develop new analytical approaches and tools, pilot innovations in the field, and share findings, technology, and lessons learned.

- In consultation with other interested UN agencies, it was agreed to conduct a series of five thematic Data Innovation Lab workshops to understand existing data innovation capabilities and needs within the UN system.

- The workshops are designed to guide participants step-by-step through a data innovation project: By bringing together representatives from all UN agencies, the workshops provide participants with an opportunity to identify and discuss cross-cutting challenges, share experiences and learn from each other.

- The entire Data Innovation Lab workshop series has been realized through effective, flexible, and supportive collaboration across UN agencies and without the allocation of any additional resources.
UNDP Innovation Facility

Set Up & Scope of Work

The UNDP Innovation Facility offers technical support to the organisation and its collaborators across 170 countries and territories to explore new approaches to increasingly complex development challenges.

From the Innovation Facility’s inception in 2014 through 2016, we have supported more than 110 experiments with seed funding across 76 countries and territories. UNDP Country Offices that received seed funding for innovation kickstarted on average two more innovation initiatives; and more than 60% of the supported experiments resulted in an uptake by partners across government, the private sector, and academia: an important pathway to scale.

The Facility’s portfolio is firmly rooted in the 2030 Agenda for Sustainable Development. While initiatives span 16 of the 17 Goals, the majority of initiatives address Sustainable Development Goals that eradicate poverty, enhance livelihood options, reduce inequalities as well as build resilient and peaceful societies.

Innovation for development is about identifying more effective solutions that add value for the people affected by development challenges – people and their governments, our users and clients.

The UNDP Innovation Facility scans the horizon to assess emerging approaches and technologies that can add value to the achievement of the 2030 Agenda in partnership with the public and private sectors.

For example, new approaches include:

• setting up innovation labs with governments to re-design public service delivery;
• embracing data innovation to implement and monitor the SDGs;
• exploring emerging and alternative sources of financing to deepen and diversify the resourcing and implementation of the SDGs, from social impact bonds to pay-for-success and crowdfunding avenues or
• using behavioural insights to facilitate policy-making.

Facts

Website: http://www.undp.org/content/undp/en/home/development-impact/innovation.html
Area: Development
Set Up: internal
iProgramm
supranational
Sector: public
Year est.: 2014
Country: International
• Offers technical support and funding for solutions that add value for the affected people

• Assesses emerging approaches and technologies that add value for Agenda 2030

Working Approach

• Large organizations like UNDP have strict rules about how business must be done. This often entails inflexible multi-year planning instruments, risk aversion, and concepts of scale that prioritize standardization over adaptation. Our team in Istanbul led the design of tools to help colleagues deviate from the current linear implementation paradigm, offering new ways to work on any stage of a programme or project cycle, and design for adaptive scale from the get-go.

• The key hypothesis is that if methods that enable experimentation become part of the organization’s DNA, we will see an uptake in their use and eventually produce better programmes. To this end, we worked closely with four UNDP Country Offices over several months to ‘hack’ the corporate programme guidance and develop the ‘Project Hackers’ Kit’.

• The Kit helps managers and practitioners ask tough and useful questions about the challenges they face, so they can design more targeted solutions and scalable solutions with sustainable impact. The Hackers’ Kit strives to find a balance between making systems-thinking practical and designing evidence-based experiments that inform a programme’s evolution.
UNICEF Innovation

Set Up & Scope of Work

Innovation at UNICEF is driven by an interdisciplinary team of individuals around the world tasked with identifying, prototyping, and scaling technologies and practices that strengthen UNICEF’s work for children. Innovations range from new ways to structure programmes to new products and technologies. To create these solutions, UNICEF works with a network of global problem solvers who can find new ways to accelerate results that reduce inequities for children. These innovators are also creating a new global infrastructure of openness, of collaboration across borders, of exploration, and of innovation for equity.

The Office of Innovation is a creative, interactive, and agile team in UNICEF. We sit at a unique intersection, where an organization that works on huge global issues meets the startup thinking, the technology, and the partners that turn this energy into scalable solutions. We see, around the world, young people pushing the boundaries of what’s possible and creating a future they want – and the future is appearing in the places that UNICEF works before it happens in the “global north.” We’re an interdisciplinary team around the world tasked with identifying, prototyping, and scaling new technologies and practices.

UNICEF is on the ground in 190 countries, and we see the evolving challenges that are facing children and young people – from disease outbreaks and populations on the move, to urbanisation and climate change. We pair these changing realities on the ground with efficient, effective and creative ways to address them. Being able to meet the Sustainable Development Goals (SDGs), adopted by the countries of the United Nations to change the way we develop our world through 2030, requires innovation to shape these global efforts and implement their solutions.

The Office of Innovation specifically looks to form partnerships around frontier technologies (like drones and UAVs, blockchain, 21st century skills, urban technologies, new banking tools, or 3D-Printing) that exist at the intersection of $100 billion business markets and 1 billion person needs – and to identify how they can grow and scale profitably and inclusively. This often means creating provocations to industry to show how certain technologies, if built in the right way, could have tremendous positive impacts on the lives of children, while also opening new research, markets, and opportunities to our partners.

Facts

Website: www.unicef.org/innovation
Area: Development
Set Up: internal
iUnit
Sector: supranational
Year est.: 2017
Country: International

“We believe that new approaches, partnerships, and technologies that support realizing children’s rights are critical to improving their lives.”

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
• **Internal Office for Innovation that works with 35 countries**

• **Vertical and horizontal approach to innovation proposals**

• **Focus on localized, external partnerships**

### Working Approach

Focusing on where new markets meet vital needs, we’ve partnered with leaders from the private, public and academic sectors to:

• Connect young people to decision-makers via U-Report, the social messaging tool that allows anyone to speak out, respond to polls and work as positive agents of change. Through its 3.6 million U-Reporters (and 39 countries), this tool has helped UNICEF to shape policy to address sexual abuse in Liberia’s schools, track the distribution of more than 6 million textbooks in Zimbabwe, and get life-saving messages before hurricanes in the Caribbean.

• Bring an entrepreneurial approach to a risk-averse sector – including partnerships to develop innovative, affordable solutions that make wearables and sensor technologies work for communities. Our Wearables for Good challenge identified stand-out social enterprise innovations – like a wearable immunization record or a device that encourages children to wash their hands properly – and we’re now helping these technologies to attract private sector funding.

• Bring together private sector partners to share data and research; working with academic and technical partners to create models from that data; and developing systems for real-time information and action. This allows us to better understand and respond to emergencies – like during the 2014 Ebola outbreak, where aggregated data from mobile networks in Sierra Leone helped us map people’s movements and determine likely routes for the disease.
WFP Innovation Accelerator

**Set Up & Scope of Work**

The World Food Programme (WFP) is governed by the WFP Executive Board, which consists of 36 Member States and provides intergovernmental support, direction and supervision of WFP’s activities.

Achieving Zero Hunger and eradicating malnutrition by 2030 – as mandated by Sustainable Development Goal (SDG 2) – is the World Food Programme’s raison d’être. In a fast-moving world, the challenges posed by this mission are constantly changing, and so are the tools and approaches that can be used to overcome them.

WFP embraces innovation and has a proven track record of piloting, implementing and scaling new ideas. This is not limited to adopting novel technologies, but includes different ways of designing and executing its programmes.

Whether it is using mobile phones to gather data from inaccessible areas via SMS or transfer cash to people on the move, adopting iris scan technology to identify people entitled to receive assistance, promoting airtight storage equipment or piloting hydroponic farming techniques to improve the livelihoods of refugee communities, WFP constantly strives to find ever more effective ways to ensure nobody goes hungry.

WFP’s Innovation Accelerator identifies, nurtures and scales bold solutions to hunger globally. We support WFP innovators and external start-ups and companies through financial support, access to a network of experts and a global field reach.

The Accelerator believes the way forward in the fight against hunger is not necessarily in building grand plans, but identifying and testing solutions in an agile way. It is a space where the world can find out what works and what doesn’t in addressing hunger – a place where we can be bold, and fail as well as succeed.

Mirroring the structure of the 2030 Agenda, each of the WFP Plan’s two Strategic Goals – support countries to achieve Zero Hunger and partner to support implementation of the SDGs – is articulated through Strategic Objectives and Strategic Results, against which progress can be measured.

**Facts**

- **Website:** [http://innovation.wfp.org/innovation-accelerator](http://innovation.wfp.org/innovation-accelerator)
- **Area:** Development
- **Set Up:** internal
  - iProgramme
  - supranational
- **Sector:** public
- **Year est.:** 2017
- **Country:** International
Working Approach

Programmes to foster cultural change and new solutions:

- **Success is measured by taking new ideas into actual “hands-on” projects**

- **Accompanies and supports the teams who implement the projects on the ground**

- **Tries to connect them with a network of supporters**

- **Boot Camps** are often the first stop on the journey for many projects and start-ups. Over the course of 3-10 days, innovation and humanitarian experts help teams deep dive challenges, ideate solutions and refine project plans. Boot Camps combine innovation techniques such as human centred design with WFP’s deep field knowledge and operational excellence.

- **Our Sprint Programme** is an intensive 3-6 month acceleration that helps projects and start-ups reach proof of concept and/or develop prototypes ready for implementation. Teams receive financial support, guidance and space to bring their idea to life from the Munich-based Accelerator, and access to WFP’s global network of partners and resources.

- The WFP Innovation Fund provides grants to second stage innovations that have reached a proof of concept to scale globally. Projects and start-ups that graduate from the WFP Sprint Programme are eligible for funding. The WFP Innovation Fund is supported by governmental and private sector donors. To learn how you can contribute, email us today.

- **R&D (Thought Leadership)** explores new trends, technologies and long-term project strategies that can help move us towards Zero Hunger. The Innovation Accelerator works with UN sister agencies, academia and private sector innovation leaders to find and leverage game-changing products or services. Supported projects receive unparalleled access to R&D leaders in for and non-profit sectors.
Australian Taxation Office

Set Up & Scope of Work

The Australian Tax Office Innovation Lab works with internal and external partners to explore new industry approaches and determine the feasibility and benefits of new products within the technology environment. The ATO Innovation Lab has most recently focused on developing working prototypes that look to continually improve our DevOps practices to provide repeatable, automated processes that embed quality and improve speed to market.

The ATO has a long history of digital innovation and digital delivery. In 2004, we were the first revenue agency in the world to provide an online interface for tax professionals. Our continued success in delivering digital services is evidenced by the fact that over 6 million clients now interact with us online and over 3 million individuals use myTax to prefill and lodge their tax return. We also have over 1 million users consuming the ATO mobile app, over 3 million clients using our Voice Authentication solution and over 1.9 million clients being supported by our virtual assistant ‘Alex’.

Technology can be leveraged to simplify the way in which the tax and superannuation systems are administered. We aim to identify and support the application of technology solutions by working with our partners and the community. This will assist in streamlining and automating record keeping, and tax reporting, and lead to a better client experience.

An integrated tax design capability is one in which tax design professionals operate creatively and collaboratively within an articulated and disciplined design process to implement tax system products that coherently connect policy intent with user needs.

We aim to achieve procurement and contract management that deliver savings, innovations and efficiencies. Our corporate plan outlines our way forward, with the strategies, priorities and activities we will focus on to achieve our goals and mission.

We have set out on a path of reinvention. This journey over the next few years focuses us on changing how we operate to better meet the needs and expectations of the community, while delivering on our commitments to government and the community. We are focused on building on our culture of integrity and making the necessary cultural changes to align with the transformed client experience.

Our blueprint for reinvention reflects what the community wants from the ATO – the kind of experience they want to have when they participate in the tax and super systems.”

Facts

| Website: | https://www.ato.gov.au/About-ATO/About-us/Reinventing-the-ATO/ |
| Area: | Government and Administration |
| Set Up: | internal |
| iProgramme | national |
| Sector: | public |
| Year est.: | 2002 |
| Country: | AUS |

"Mapping Innovation Units’ Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
• Integrated tax design capability for tax system products that connect policy intent with user needs

• Sets out on a path of reinvention, building culture of integrity

Working Approach

• Revenue authorities typically have a small number of core functions related to their respective tax systems: for the ATO, these functions have comprised revenue collection and protection, revenue distribution, tax law interpretation and tax system design.

• ‘Tax design’ as used here comprehends the design of tax policy along with the associated design of tax law and the design of supporting tax administration (for example, collection systems, tax forms, paper-, voice- and e-based information) to implement that policy.

• While one of the ATO’s core functions is centrally about design, the performance of the other three is also vitally influenced by the quality, efficacy and coherence of tax system design.

• Our vision is to be a contemporary, service-oriented organisation. To achieve this we are transforming our services and the way we deal with you. Our starting point was to ask people how they use the tax and superannuation systems, and what they want. They said we should fix the basics, provide certainty, tailor services to their needs and help them navigate the system. From this consultation we created a blueprint for change, which provides a clear line of sight to what we want to achieve as we reinvent the ATO through new or improved products and services. Some improvements from the blueprint have already been delivered and we’re working to deliver more in the years ahead.
Bloomberg Innovation Teams

Set Up & Scope of Work

Innovation Teams is part of the American Cities Initiative, a suite of investments that empower cities to generate innovation and advance policy that moves the nation forward. Bloomberg Philanthropies began investing in i-teams in five cities in 2012. Today, nearly 20 cities around the world are participating in the program.

From city halls to public agencies, governments are thinking more and more about how to create innovative solutions to pressing problems. City leaders are increasingly seeing innovation as a mindset and process to improve the lives of the people they serve.

Situated in City Hall, i-teams report to the mayor and work closely with colleagues in city government, offering them a different set of tools and techniques to innovate more effectively. In partnership with these colleagues, they seek to deeply understand the problems they are trying to solve by building empathy for the people impacted by them, and then work quickly and creatively to co-create and test solutions that deliver meaningful results for residents.

Cities are uniquely able to innovate and transform citizens’ lives, but face many barriers to developing and implementing solutions to tough challenges. City governments are not always organized to support innovation, especially when it comes to addressing “horizontal” issues—such as poverty reduction, sustainability, or customer service—that are the shared responsibility of multiple departments and chains of command.

The i-teams program was created to provide cities with a method to address these barriers and deliver change more effectively to their citizens.

By using the most effective approaches to innovation, i-teams greatly reduce the risks associated with this work, and provide mayors with assurance in their ability to develop and implement effective solutions to their highest-priority problems.

Mayors have effectively used i-teams on issues as diverse as murder reduction, economic development, and customer service. These teams cross the globe from the U.S. to Canada, Israel, and now, France.

Cities are uniquely positioned to drive bold solutions to complex challenges.”

Facts

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“Mapping Innovation Units’ Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

i-teams conduct deep qualitative & quantitative research and analyses to assess local conditions, develop innovative, responsive solutions & measure progress against clear goals.

- **Human-Centered**: Government solves problems faster and more creatively when it recognizes and relies on other people and ideas in their communities. i-teams share challenges and invite residents to help define problems, then develop and test solutions.

- **Risk Taking**: i-teams challenge “business as usual”. They test ideas with residents early on, before they are formalized, funded or vetted, in order to quickly gain feedback and improve their ideas.

- **Impact-Driven**: i-teams set targets and use data and performance management to measure progress and impact. They have a bias toward action because they know that the work matters only if it delivers meaningful impact that residents can see.

- **Versatile**: i-teams take on challenges across a wide spectrum of city issues. They transcend silos that normally exist, spend finite time solving an issue, and are then redeployed by city leaders to tackle the next big problem.

- **Ambitious**: Mayors and city leaders use i-teams to bring creative new approaches to pressing problems. i-teams are uniquely positioned to make big changes on difficult problems that span departments.

- **Rigorous**: Innovation teams look outside their city to learn from others that have faced similar challenges, learn from people beyond the usual suspects, and consider problems from multiple angles to understand the root causes.

• Programme investing in facilitating innovation teams within city govt.

• i-teams are equipped with tools & techniques to innovate effectively

• Design principles are the basis for innovation
Centre for Public Innovation

Set Up & Scope of Work

The National Centre for Public Sector Innovation (COI) is owned by and works across the Danish public sector – the central government agencies, local municipalities and Local Government Denmark in collaboration with the three umbrella organizations for public sector employees. COI contributes to the public sector becoming more efficient and delivering services and products of a higher quality through innovation.

The agendas of public sector innovation change rapidly, as do the needs of public sector organizations. Therefore, COI works with a dynamic strategic framework that allows for adjustments. COI facilitates 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.

By spreading innovation and reusing the solutions of others, public sector workplaces can save development costs, avoid unsuccessful strategies and achieve desired outcomes more quickly. 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 seeks to leverage public sector innovation to further increase the quality and efficiency resulting from the overall innovation efforts. COI has three ambitions for the changes that are needed to increase the quality and efficiency of the public sector through innovation: System changes, behavioral changes and knowledge acquired and used.

COI has a down to earth approach to fulfilling our purpose and delivering on our activities by:

- developing and communicating knowledge and tools, that can be used at the individual workplace/public sector institution and by decision makers and researchers/scientists.
- having a nationwide presence and participating in meetings, workshops and conferences.
- establishing partnerships and networks with public sector workplaces, private sector companies, citizens, volunteers, scientists
- establishing and participating in the debate on the framework for public sector innovation.

We aim at strengthening the current value of innovation work in the public sector as well as enhancing the long-term yield across the public sector.

Facts

Website: http://coi.dk/en/
Area: Government and Administration
Set Up: external
iResearch Unit
Sector: public
Year est.: 2014
Country: DK

*Mapping Innovation Units’ Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018*
COMBINES ROLES: DIALOGUE- 
and leverage partner,
capacity builder, knowledge 
partner with ambitions for 
the changes that are needed 
to increase the quality and 
efficiency of the public 
sector through innovation: 
system changes, behavioral 
changes and knowledge 
acquired and used

DEFINITION OF INNOVATION
An innovation is a new or significantly 
changed way of improving the workplace 
activities and results. Innovations can be 
new or significantly changed services, 
products, processes, methods of 
organization or methods of communication 
with external parties.

Working Approach

System changes –
COI will contribute to:

• innovative ways of working being included 
in the development and implementation 
of major initiatives,

• the actions of reusing and sharing 
innovative solutions being adopted 
in national, regional and municipal 
development strategies,

• decision makers demanding that new 
solutions are systematically tested 
on a smaller scale before full scale 
implementation,

• decision makers encouraging cross-
sectoral innovation collaborations 
between state, regional and municipal 
workplaces,

• decision makers demanding that 
innovation must be done in cooperation 
with other public workplaces and with 
citizens, knowledge institutions and 
private businesses,

• innovation skills being included in HR 
strategies and curricula etc. in relevant 
education and training programs.

Behavioral change –
COI will contribute to:

• concrete training and collaboration 
projects which result in innovation work 
of a higher quality,

• it is common practice in the workplaces 
to use tools for evaluation of innovative 
actions and spreading of innovative 
solutions,

• valuable solutions and experiences 
actively being spread from one place in it 
public sector to other places.

Knowledge acquired and used –
COI will contribute to:

• Danish and foreign actors using and 
derebating knowledge that COI has created 
and communicated,

• public sector innovation being a topic that 
has national awareness and is actively 
debated.
DPDHL Start-Up Lab

**Set Up & Scope of Work**

Deutsche Post DHL Group is the world’s leading mail and logistics company and operates under two brands: Deutsche Post is Europe’s leading postal service provider. DHL is uniquely positioned in the world’s growth markets, with a comprehensive range of international express, freight transportation, e-commerce and supply chain management services. Deutsche Post DHL Group employs approximately 510,000 employees in over 220 countries and territories worldwide.

Start-up Lab is the incubator program where Deutsche Post DHL (DPDHL) Group employees can apply with their innovative ideas to be part of an exciting start-up environment within DPDHL. When accepted into the Start-up Lab program, teams become part of “incubator cohorts” which last for 4 months, with the possibility of extension. During this time, teams are provided with funding, coaching, Lean Start-up know-how, networking and other support required to help them turn their idea or concept into a proof of concept, Minimum Viable Product, or pilot. The goal is to validate the idea and quickly scale it if the necessary quality gates are passed during the incubation phase.

Applications are open to all DPDHL employees - all that is needed is a good idea and an entrepreneurial mindset.

In today’s logistics markets, start-ups are challenging traditional business models. But we can be – indeed we should be – the innovators and disruptors of our own industry. This is why we need Start-up Lab: it is the first step towards creating an ecosystem for further innovation across DPDHL.

The Start-up Lab program targets preferably scalable ideas that employees would like to develop into a proof of concept, Minimum Viable Product, or pilot on a project like basis. Ideas submitted to Start-up Lab need to be supported by description of a plan, team and requirements to incubate the idea.

For the second round of Start-up Lab, there are a few topics for which we are especially keen on receiving applications. These include containerization, future of work, last-mile delivery and digitalization of our operations using emerging technologies such as blockchain, IoT and robotics.

**The lab provides a creative, results-driven environment for the generation of new business models, creation of new customer segments, uptake of technologies & innovation.”**

**Facts**

- **Website:** https://dhlstartuplab.com/
- **Area:** Logistics
- **Set Up:** internal
- **iUnit:** international
- **Sector:** private
- **Year est.:** 2017
- **Country:** DE

*“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018*
Teams become part of incubator cohorts, provided with funding, coaching and support

Main topics are future of work, digitization of operations using emerging technologies

Working Approach

The lab offers the following support:

- Start-up environment - tailored to the specific idea and team we jointly set-up the best possible work environment (e.g., lean processes, access to office spaces, working hours).
- Network building – exposure to and collaboration with DPDHL Senior Management and Innovation Network.
- Funding & Resources – seed funding and provision of resources needed to put your idea into practice (e.g., market research support, IT dev).
- Mentoring & coaching – benefit from your business sponsor and mentors (internal and/or external) through coaching, pitch support, a comprehensive onboarding, etc.

The aim of the Start-up Lab is to:

- EXPLORE new DIGITAL BUSINESS MODELS - Example: Saloodo! a digital platform for road freight where shippers & carriers can offer & search loads
- INCREASE – leverage & scale emerging technologies to INCREASE OPERATIONAL EFFICIENCY - Example: Collaborative robotics and wearable technologies in warehousing operations
- ENHANCE – leverage & scale emerging technologies to ENHANCE CUSTOMER EXPERIENCE - Example: Chatbot on Allyouneed Fresh app
Dysfunctions in the financial system lie at the root of many of today’s challenges, from fossil fuel addiction to structural inequality.

Finance is a complex system: a network of relationships with a specific purpose and set of values. Changing one part of the system won’t lead to transformation. Instead, we need to shift the fundamental basis of the financial system – the prevailing mindset and values that underpin the current system, its purpose and its power structure.

We use transition theory to understand the key elements of systems change:

1. The landscape: this is comprised of the wider dynamics that affect systems, e.g. demographics, environmental change, technological change, social norms.

2. The regime: this aspect is about power: Who gets to shape the rules of the game? Who has access to the most valuable information? Who is included and who is excluded?

3. The niches of innovation: disruptive innovators, specifically those that are creating new models of finance, based on a different mindset, values and purpose.

Set Up & Scope of Work

The Finance Innovation Lab was founded by WWF-UK (World Wide Fund for Nature) and ICAEW (Institute of Chartered Accountants in England and Wales) in 2009. The Lab is now an independent entity, though both organizations continue to support The Lab through significant funding, strategic oversight as Trustees and through ongoing collaboration with The Lab on projects of mutual strategic interest.

The core group of allies are civil society players that share the same goal of transforming finance and are actively advocating for structural reform. As a secondary group of allies, we also work with stakeholders that could positively influence structural reform of the financial system: such as entrepreneurs, think tanks and thought leaders. The Lab has grown into an award-winning initiative that has engaged thousands of people and created change in government policy and enabled new campaigns and business models in finance. Importantly, we collaborate with people who want to work with us. We work with those who see that they are a part of a bigger picture of systems change and integrate this into the heart of their work.

Facts

Website: http://financeinnovationlab.org/
Area: Finance and Insurance
Set Up: external
Sector: international
civil society
Year est.: 2009
Country: UK
• **Group of allies advocating for structural reform in finance**

• **Applies transition theory to understand systems change, looking at purpose, mindsets and power structures**

**Working Approach**

The Finance Innovation Lab empowers positive disruptors in the financial system. We are catalysts for the transition to a better financial system. We work with open and willing change agents – innovators and early adopters who already understand the need for transformation and are working towards it. Our vision is a financial system that works for people and planet. We connect people who are changing the system, develop them as leaders and help them scale their work. Our primary focus is the niches of disruptive innovation in finance, who we support through our Fellowship programme and wider community of practice. We use the learning from this work to advocate for change in the policies and regulation that shape the system, connecting civil society campaigns to the practical barriers faced by innovators.

Our work creates four types of impact:

- Thriving communities – communities that are committed to each other, share a common purpose, collaborate effectively and have a greater collective impact
- Collaborative leaders – leaders who understand their role in creating systemic change, work to their highest potential and inspire others to take action
- Scalable solutions – ideas and businesses that prove it is possible to do finance differently
- Enabling environment – a policy and regulatory environment that supports socially useful innovation.
Reforming the health sector or the education system, extending an airport, reducing government debt or internationalising a business: all of these mean societal change, a subject that is increasingly on the agenda, in Europe and around the world. Any societal change process makes high demands on the quality of interaction between the state, the economy and civil society, sometimes even beyond national borders and continents. As the interdependencies between countries and their various stakeholders increase, the pressure on joint steering becomes immense, with negotiations having to produce decisions that all sides can uphold. This is generally anything but straightforward.

Capacity WORKS has proved a great success in German international cooperation, where it has achieved an excellent track record as a model for cooperation management. This has been the case regardless of the considerable differences between the various countries, cultures and sectors in which we work. Capacity WORKS was first developed in 2006 within the former GTZ, one of the predecessor organisations of today’s GIZ. Following a two-year pilot phase in 2009 and 2010 we then introduced it as our management model for sustainable development. Today, Capacity WORKS is an integral part of all GIZ’s key procedures from programme design, to implementation, to internal evaluation and reporting. GIZ assists societal change in various roles: as a facilitator, intermediary, mediator and also as a co-designer that sets the stage for the actors involved. GIZ applies the logic that underlies its management model Capacity WORKS, making it accessible for joint project activities. Condensed into this model are some 30 years of GIZ expertise in German international (development) cooperation in many different societal change processes worldwide.

We assist our commissioning parties, clients and partners in the design and roll-out of societal change processes by supporting them in

- promoting sustainable negotiation processes that result in new structures, procedures and rules for interorganisational action,
- making decisions and communicating them through transparent processes that the various actors can understand,
- embracing a logic that delivers fast and exemplary results for stakeholders and much more.
Based on practical experience and the identified patterns of a „good practise“ for successful cooperation

Identified ‘success factors for professional cooperation management’ are core of learning program

Working Approach

Approach to foster cultural change and new solutions:

- Capacity WORKS provides a mature methodology for the art of successful cooperation management using relevant key questions, the structure of the five success factors, and a toolbox for addressing specific questions.
- Strategy: The cooperation system will succeed if and when the cooperation partners agree on a joint strategy to achieve the negotiated objectives.
- Cooperation: Trust, the negotiation of appropriate forms of cooperation, and clearly defined roles form the basis for good cooperation.
- Steering structure: The cooperation system is guided by agreements on how the actors involved will go about jointly preparing and taking the decisions that affect them.
- Processes: Successful cooperation systems include a clear understanding of effective ways of delivering outputs, for which new processes are established or existing processes modified.
- Learning & innovation: The cooperation partners create an enabling environment for innovation by boosting the learning capacities of the actors involved.
Harvard i-lab

Set Up & Scope of Work

We are a three-lab ecosystem that exists to support Harvard students and select alumni in their quest to explore the world of innovation and entrepreneurship.

We are a dynamic incubator ecosystem that unleashes the innovative power of individuals through a network of highly-curated advisors and mentors, peer collaboration and interaction, and comprehensive resource and programming support.

The i-lab provides all the physical and intellectual resources current Harvard students need to develop and grow, including intimate advising, office hours with industry experts, workshops, an incubator program, and a competition.

Open co-working space is also available for any Harvard student looking to grow as an innovator.

Our ecosystem encompasses three distinct spaces:

• the i-lab for current Harvard students interested in innovation and entrepreneurship,
• the Launch Lab for eligible Harvard alumni leading promising early-stage startup ventures,
• and the Pagliuca Harvard Life Lab for Harvard students, faculty, and alumni working on high-potential life sciences and biotech startups.

The Harvard i-lab is a resource available to all current students from any Harvard school who is looking to explore innovation and entrepreneurship at any stage.

We believe that while knowledge is the engine of innovation, connection and collaboration are the fuel. We believe that when you bring together the right mix of people, with shared intentions and similar values, remarkable things happen. We believe in providing all the necessary supports for innovation, including physical safety, transparency, empathy, compassion, connection and the opportunity for creative collision. We believe in unlocking unrealized value that can have a deep impact on markets, on the world, and on the individuals who walk through these doors.

Facts

Website: https://innovationlabs.harvard.edu/harvard-i-lab/
Area: Education and Science
Set Up: internal
iResearch Unit
Sector: public/private
Year est.: 2011
Country: US

*Mapping Innovation Units* Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Knowledge is the engine of innovation, connection and collaboration are the fuel

Main programme is based on community and support systems

Working Approach

• The i-lab hosts office hours with experts- and entrepreneurs-in-residence (EiRs), faculty mentors, i-lab staff, legal partners, funders-in-residence (VCs), and other visiting practitioners who can help you grow your ideas and move your ventures forward. For students who have questions about their career, venture, or business planning issues, or about innovation in general, the EiR program is a great way to get answers.

• The i-lab hosts workshops each semester that cover a range of topics. They’re built to follow the innovator’s trajectory, so we encourage you to start from the beginning. Pick a topic, and sign up — it’s a great way to learn, as well as connect with potential team members, founding partners, and experts who can help your move forward.

• The Venture Incubation Program (VIP) is the cornerstone program at the i-lab. More than a co-working space, the VIP is a comprehensive, creative community of innovators, experts, and support systems. The VIP is open to teams that include at least one matriculated, full-time and degree-seeking undergraduate or graduate Harvard student.
Laboratorio de Gobierno

Set Up & Scope of Work

The Laboratorio de Gobierno (LabGob) was founded in 2015 as an initiative composed of a multidisciplinary team, with an Interministerial Board of the Government of Chile, and with an Expert Advisory Group from the private sector, civil society and the public sector, mandated to develop, facilitate and promote innovation processes focused on users within the institutions of the Chilean State.

The mission of the Laboratory is to develop, coordinate, facilitate and promote innovation processes centered on people within public sector institutions, with the vision of basing these processes on the articulation of a new relationship of trust between citizens, the State, its officials and the private sector.

LabGob has established an Institutional Support Program that seeks to foster an innovative environment with public impact through economic, communicational and / or methodological support, as well as a Network of International Alliances to strengthen innovation in the Chilean State and the world.

Three aims form the political mandate for LabGob:
1. to learn to understand and manage complex problems
2. to improve productivity and deliver better public services with lower cost
3. to create a better relationship between citizens and government based on enhanced trust

LabGob’s three streams of action:

- Innovation Projects – an area of LabGob who would work to reframe, experiment and implement the most in-demand public services
- Innovation Skills – ensuring the Laboratorio works to spread practical knowledge on innovation skills inside government, but also outside
- Ecosystem Management Investment – to attract private talent through challenge prizes and civic engagement to solve public problems.

These three lines combine to form a complete and complex offer that the Laboratorio makes available not only for public servants, but also for different actors inside and outside government.

Facts

Website: https://www.lab.gob.cl/
Area: Government and Administration
Set Up: internal
Sector: public
Year est.: 2015
Country: CL

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

- Responsibility to act as a connector between citizens, public servants, authorities and institutions for the creation of new services, through the development, facilitation and promotion of innovation processes within the State.

- Methodology with two components: a set of principles that guide its way of working and an integrated management process to carry out innovation projects.

- Way of working is based on Innovation from Design in combination with methodologies of entrepreneurship, open innovation and experiential learning.

As part of the mission to understand and solve public issues, LabGob works to instill a new culture in government and create a movement of people that can take up this new culture and make it their own both inside and outside government.

It aims to imagine, design and support the implementation of changes in public services that are perceived by the citizenry as relevant and useful. The ultimate challenge is to move from promise to implementation in each of these areas of work.

The strategy is to create more lasting and sustained impact beyond the scope of any singular innovation project. To achieve these goals the team works to support and equip Chile’s public servants and our stakeholders with the tools, skills and foresight needed to effectively tackle the most pressing challenges.
Mobilisation Lab

Set Up & Scope of Work

MobLab is one of several strategic and structural initiatives launched by Greenpeace during the past decade in response to the tectonic shifts in advocacy and the climate movement.

Founded in 2011, the centre was positioned as a “resource for innovation, training and capacity development” across Greenpeace’s entire network of organisations and with a dual focus on digital advocacy and people-powered campaigning. Designed as a source of best practices, testing, and strategy development for a network of over 25 regional offices and 3,000 staff, the centre had a dual focus on increasing digital capacity and promoting community-based, “people-powered” campaigning.

In early 2017 the MobLab began the process of becoming fully independent to expand its mission and serve a wider community of organisations and individuals beyond Greenpeace.

As an independent program, MobLab could more easily serve as a neutral coach or assistant, working across all of Greenpeace’s departments and regions to foster strong ties with staff and managers.

MobLab has worked in depth with more than half of Greenpeace’s 26 national and regional offices, helping teammates adjust their expectations for projects large and small and, as importantly, to transfer that new thinking to their colleagues and bosses—spurring changes not just in process, but in culture.

From the beginning, MobLab’s staff sought to foster a learning mentality among colleagues across the Greenpeace network, and to widen the community of activists and organisations eager to collaborate. A prime opportunity to cultivate this community was Greenpeace’s highly-regarded “Skillshares”, where representatives from every national and regional office, covering 55 countries, learn from one another in collaborative, peer-led sessions.

The Mobilisation Lab is home to one of the world’s leading Organizational Development teams. Specifically, we help Executive Directors and senior staff move their organizations from more traditional modes of being/operating to modes that fully leverage the power of digital and people-centric, modern campaigning.

Facts

Website: https://mobilisationlab.org
Area: Climate Action
Set Up: external
Sector: iCharity
Year est.: 2011
Country: International

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

Key outcomes after MobLab’s first five years include:

- Design and testing of new campaign models that have been integrated into nearly all Greenpeace offices to drive advocacy in at least 55 countries.

  Central to these new approaches is Greenpeace’s work to become a “learning organisation” —
  - one that seeks meaningful participation from the people it serves;
  - maintains a posture of listening, not telling;
  - emphasises an openness to innovation and diversity;
  - and values the needs and local wisdom of Greenpeace allies as much as prominent experts or senior-level staff.

  All planning efforts, for example, must now include concrete outlines for how campaigns will engage regular people as partners in advocacy, and not only as followers or audience members.

  Through decentralisation, Greenpeace has allowed new approaches to find their way more organically into program practices, organisational culture and, perhaps most importantly, into the lives of the activists and future activists Greenpeace and its allies seek to reach.
Observatory for Public Sector Innovation

Set Up & Scope of Work

The Organisation for Economic Co-operation and Development (OECD) has developed an Observatory of Public Sector Innovation (OPSI) which collects and analyses examples and shared experiences of public sector innovation to provide practical advice to countries on how to make innovations work. The OPSI provides a place for sharing, discussing and co-creating solutions that work. The Observatory is led by a Task Force of OECD countries, chaired by Canada and France.

OPSI benefits from a wide range of experience and research that is relevant to public sector innovation but exists beyond national governments. For instance, highly distinguished experts on public sector innovation from academia and research organisations provide analytical advice to the project.

The Innovation Policy Platform (IPP) has been developed thanks to the support and funding provided by the OECD and the World Bank Group. On behalf of the OECD, efforts have been led by the Directorate for Science, Technology and Industry and the Working Group on Innovation and Technology Policy. World Bank Group contributions have been led by Innovation and Entrepreneurship Unit of the Trade and Competitiveness Global Practice and the Leadership Learning and Innovation.

Innovation-driven growth requires the right mix of multi-sector and multidisciplinary policy actions—in education, research, science and technology, finance, and public procurement, among others. The challenge is to find the policy solutions that work best in a given country context.

OPSI’s CASE STUDIES platform collects and makes navigable examples of public sector innovation from around the world. OPSI undertakes a variety of PROJECTS to advance the thinking on public sector innovation, surface good practice, identify trends to see what is next and develop approaches to improve public sector capacity and capability so that public servants at all levels have the skills and opportunities to innovate.

Public sector innovation is an emergent area of research and practice. OPSI produces cutting-edge research PUBLICATIONS to continually advance and refine thinking on innovation as a concept, its distinct forms and develops theories of how the public sector changes to become more innovative.

Facts

Website: https://www.oecd-opsi.org/
Area: Government and Administration
Set Up: internal
iUnit
supranational
Sector: public
Year est.: 2014
Country: FR

*“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018*
OPSI champions change and helps governments find ways to turn the ‘new’ into the ‘normal’. We help governments to understand and approach innovation better, through:

- Highlighting and analysing major trends in public sector innovation
- Evaluating how government systems are set up to support innovation
- Engaging public servants at all levels on the different phases of innovation and delineating skills and tools useful to navigating each
- Sharing practice and case studies of innovation at all levels of government

The OPSI has launched an online platform, which is open to the public and provides a unique collection of innovations from a wide range of sectors across the world to inspire innovators in other countries.

To help innovators explore and choose the most useful toolkits, we curate and make them navigable in an online ‘meta-toolkit’ resource. This resource employs a common language around tools and innovation processes, describes how they work and includes guidance on how they could be used across different contexts, along with feedback from users who have tried them. We also provide in-person training and support to public servants wanting a more hands-on approach to understanding innovation processes, skills and which tools to deploy.
The completion rate for OGP commitments in Action Plans has doubled in the last couple of years - but commitments could be more transformative and ambitious.”

Set Up & Scope of Work

The Open Government Partnership was launched in 2011 to provide an international platform for domestic reformers committed to making their governments more open, accountable, and responsive to citizens. OGP is a multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption, and harness new technologies to strengthen governance. In the spirit of multi-stakeholder collaboration, OGP is overseen by a Steering Committee including representatives of governments and civil society organizations.

The Open Government Partnership formally launched on September 20, 2011, when the 8 founding governments (Brazil, Indonesia, Mexico, Norway, the Philippines, South Africa, the United Kingdom and the United States) endorsed the Open Government Declaration, and announced their country action plans. Since 2011, OGP has welcomed the commitment of 67 additional governments to join the Partnership.

In total, over 70 OGP participating countries and 15 subnational governments have made over 2,500 commitments to make their governments more open and accountable.

With the help of our partners, OGP has established six thematic working groups that will contribute to peer exchange and learning across the partnership. At the moment, there are six working groups focused on: fiscal openness, legislative openness, access to information, anti-corruption, open data, and natural resource openness.

The ultimate goal is to support the creation and effective implementation of more ambitious open government commitments as part of OGP national action plans.

The working groups should provide practical ways for participants to share experiences, expertise, and lessons learned, as well as identify opportunities for targeted technical assistance and/or peer exchange.

At open meetings around OGP and partner events, each working group will seek consensus on priority areas of engagement. Thereafter, participants are expected to actively collaborate through in-person and virtual sessions.

Facts

- Website: https://www.opengovpartnership.org/
- Area: Government and Administration
- Set Up: external
- Sector: public
- Year est.: 2011
- Country: US/UK

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

- The working groups team clusters of governments actively implementing or interested in pursuing OGP commitments in a particular issue area with leading civil society experts.
- Each group will be led by at least one government anchor and at least one civil society anchor that will jointly coordinate the group’s work and sustain opportunities for learning. Participation is open to all governments and civil society organizations involved in OGP.
- The Independent Reporting Mechanism (IRM) is a key means by which all stakeholders can track OGP progress in participating countries. The IRM produces annual independent progress reports for each country participating in OGP.
- The progress reports assess governments on the development and implementation of OGP action plans, progress in fulfilling open government principles, and make technical recommendations for improvements. These reports are intended to stimulate dialogue and promote accountability between member governments and citizens.
- In addition to publishing reports, the IRM also releases all of its data in open data format. For more information see the OGP Explorer and IRM Data.

• Steering committee includes government and civil society

• Exchange and learning on fiscal and legislative openness, access to information, anti-corruption, open data & national resource openness
Stanford Legal Design Lab

Set Up & Scope of Work

The Legal Design Lab was founded in fall 2013 to bring designers, lawyers & technologists together to advance legal innovation and access to justice. We are currently based out of Stanford Law School’s Center on the Legal Profession and Stanford University’s Institute of Design (d.school). We are an interdisciplinary team working at the intersection of human-centered design, technology & law to build a new generation of legal products & services.

We believe in tackling the challenge of legal innovation through a human-driven design process, centered around the quality of users’ experience. A design approach focuses on spotting new areas and ideas for innovation, and on ensuring that any new project will support lawyers, clients, judges, and other users with quality experiences. We also believe that technology, deployed within this design process, can improve legal services by increasing efficiency, resulting in higher quality interactions, and creating new value.

The lab has three main points of focus:

• Teaching & Training: We run workshops & teach classes on how legal design & technology can be applied to specific problems in the world of law.
• Building new products: We create concept designs for new legal products & services, and build them out with agile, design-driven teams. These development projects are also research-driven, to create results about what works in legal innovation.
• Researching & publishing findings: Our ultimate goal is to build a stronger community around innovation in legal services, and to do this we’ve adopted a core open-source ethic. As we experiment in legal innovation, we publish our process, our findings, and our finished products, to contribute to a wider knowledge base and community.

Each year, we have one overarching theme, which most of our classes and workshops focus on. This year’s theme is:

What new predictive, AI-enabled access to justice interventions are possible?

Facts

Website: https://law.stanford.edu/organizations/pages/legal-design-lab/
Area: Education and Science
Set Up: internal
iResearch Unit
Sector: public/private
Year est.: 2013
Country: US

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
• Designers, lawyers and technologists advance legal innovation and access to justice

• Has one overarching theme per year, which most workshops and activities focus on

Working Approach

Some notable flagship PROJECTS include:

• Navocado – a platform of new, visual, interactive legal guides to court processes. It also allows for experts to create these guides through easy-to-use authoring tools.

• The Court Messaging Project is an open-source software solution for courts to dispatch timely reminders to juveniles that they have a court appearance to attend, and to help them prepare themselves for this appearance. It can also become a more general ‘court coach’.

• The Legal Communication Design project investigates what more effective & engaging styles of communication of legal text can be.

• The Legal Design Toolbox provides resources, guides, tutorials, and tools to those who want to build new legal products.

• The Visual Law Library, which collects visual explanations of the law & legal process, to make it easier to learn what the law is.

• Legal Innovation Workshops & Classes, in which interdisciplinary teams generate ideas for new legal products & services, using a human-centered design process and leveraging web & mobile tech.
States of Change

Set Up & Scope of Work

States of Change has been initiated by Nesta, but is a collective brought to life by our faculty, our government partners and the wider community of practice.

We are collaborating with the world’s best innovation practitioners and experts to form an international faculty and learning collective. This faculty will play a key role in delivering our learning programmes, as well as contributing to the growing body of practical experiences and knowledge that exists within the community of practice. We are also partnering with ambitious governments to help them build their innovation capacity and grow the movement of public innovation practitioners.

Nesta has a wide-ranging portfolio of work focusing on government innovation. Significantly, several projects are exploring how innovation teams work in government, innovations in democracy and public participation, data-led governance innovation, and redesign of public services within core areas like health and social services.

The challenge is how to approach this complex innovation space. There is a genuine need among public leaders and policymakers for better strategic and practical support of this transformational process.

However, current training and development offers in the field are falling short of fulfilling the task of educating and enabling better government innovation capacity.

An ever expanding landscape of potentially disruptive innovation approaches is available to public decision-makers.

These include abilities to:
• experiment, test and improve promising ideas rapidly;
• to generate and use data of all kinds;
• to harness knowledge from many sources and in multiple ways;
• to design interventions that resonate with people’s lives and aspirations;
• and to make the most of successive generations of digital technology.

We want to build the culture and capability of governments to practically deal with the complex problems they face.”

Facts

Website: http://www.states-of-change.org/
Area: Government and Administration
Set Up: external
iProgramme: international
Sector: public/private
Year est.: 2017
Country: UK

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

Our aim is to strengthen the community of practice that already exists and support people on their transformative journey by:

- developing innovation learning based on practice rather than theory, and sharing experiences, methods and cases from the global network of practitioners
- running collaborative R&D projects to explore and test what works in order to further the field of public innovation
- co-developing practice-led learning programmes to support cultural change in government
- States of Change aims to advance the field of innovation learning beyond methods and tools by focusing on the craft of government innovation – what it takes in practice to navigate and apply a range of innovation approaches, as well as managing the conditions and implications that these new approaches create within government organisations.

Moreover, States of Change is building on the experiences of developing and leveraging innovation learning resources such as the NESTA DIY toolkit, practice-guides for innovation labs and Design for Europe.
The Lab at OPM

Set Up & Scope of Work

As part of the Executive Institute within the U.S. Office of Personnel Management (OPM), The Lab is both a practice and a space that fosters innovation through human-centered design. Our goal is to teach human-centered design across the Federal Government and to help deliver innovative solutions that address complex public and cross-sector challenges.

We partner with government organizations looking for new approaches to address their most complex challenges. The Lab brings together a unique combination of private sector fellows, public servants, and students who work collaboratively on complex cross-sector challenges to design based on the needs of those we serve.

Our space reflects who we are – government intrapreneurs incubating the next generation of policy, programs, products, experiences, and services. It is intentionally designed to foster creativity and collaboration.

Our team is made up of an accomplished group of public and private sector-trained designers from a variety of professional and creative disciplines. This mix of perspectives and professions creates a balance needed to challenge the status quo, while operating within the government structure. Additionally, to continue bringing in fresh perspectives and further our mission to expand the application of design in government, we regularly augment our team by bringing Federal employees in from other agencies through details, rotations, and fellowships.

Human-centered (HDC) design is a creative and strategic approach to solving challenging problems. It blends together design, strategy, qualitative research, and entrepreneurial thinking. This method puts people at the center of the process, taking into account their complex behaviors, mental models, and needs. By using this approach to problem solving, we identify and address the root causes of problems, rather than the symptoms.

The discipline of human-centered design quickly generates ideas and tests new concepts that reduce risk facing organizations and meet the true needs of the people with whom we are designing. As a result, we create and implement impactful and sustainable solutions. We rigorously use both quantitative and qualitative data to measure our work.

Facts

| Website | https://lab.opm.gov/ |
| Area: | Government and Administration |
| Set Up: | internal |
| Unit: | iUnit |
| Sector: | national |
| Year est.: | 2012 |
| Country: | US |

"Mapping Innovation Units" Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

Our three main goals are to serve as leaders, doers, and teachers of human-centered design in order to build an innovative Federal workforce ready to solve public sector challenges:

- **Leading Public Sector Design**: As a leader in the public sector movement to build and support human-centered design as an effective approach for solving complex challenges, The Lab regularly brings innovators together to share insights through an innovators network, thought leader talks, publications and best practices.

- **Doing Public Sector Design**: The Lab uses project-based learning to help government organizations conduct human-centered design projects that result in groundbreaking and innovative outcomes. Design capabilities we have and build include: User experience (UX) design, Service design, Product design, Program design, Policy design, Design strategy, Design research.

- **Teaching Public Sector Design**: We are rethinking public sector education. At The Lab, we are all about teaching new skills through learning experiences. We are building a dynamic curriculum that adapts to the needs of the federal government and the latest developments in public sector innovation. This allows us to produce design knowledge for government and adapt it to specific problems. We offer monthly education products, such as the Fundamentals of Human-Centered Design, Visual Eloquence and Mapping Systems and Processes, as a constant way of building government capabilities in design.
UK Policy Lab

Set Up & Scope of Work

Policy Lab brings new approaches to policy-making. From data science to user-centred design, it provides fresh thinking and practical support, working as a research and design testing ground for policy innovation across government. We were set up in 2014 as part of the Civil Service Reform plan to make policy making more open.

The Lab is funded by departments and works on projects coming from all parts of government. We’re a small team – currently of 9 – a mix of designers, researchers and policy-makers. But we also work with a wide network of experts who we bring in on different projects.

We use design, data and digital tools and act as a testing ground for policy innovation across government. Our support is best suited to tackling intractable, complex, systemic policy problems that require fresh thinking and can lead to potentially transformative solutions. We sit in the Cabinet Office but serve the whole of government, primarily responding to requests from policy teams.

Our co-design approach and the suite of tools and techniques we’ve developed over time help create a neutral space where ideas can flourish. This space allows for collaboration across departments, with external experts and with the public.

Policy Lab brings people-centred design approaches to policy-making. We provide policy teams with practical support to better understand the people they are trying to reach, and work with them to co-design new solutions.

We work at three levels:

• delivering new policy solutions through inspiring practical projects
• building the skills and knowledge of the policy profession and wider civil service
• inspiring new thinking through our writing and experiments

So far, we’ve worked on over 20 large projects across a range of policy areas including policing, housing, health & work and childcare. Over 5,500 civil servants have taken part in those projects, lab lights, sprints and training sessions. Many more from in and outside government follow us on Twitter, read our blog and use our open policy making toolkit.

Facts

Website: https://openpolicy.blog.gov.uk/about/
Area: Government and Administration
Set Up: internal
Sector: iUnit
Year est.: 2014
Country: national
UK

“Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Working Approach

- Policy Lab creates a neutral space for policy-makers to collaborate across departments and engage with the public and external experts in key policy areas.

- When we are approached about a project we usually suggest a short ‘Lab Light’ workshop with the policy team. We use policy sprints – an intensive, collaborative workshop over one to three days – both to kick off larger projects, and as a stand-alone process.

- Our open ideas days, like Northern Futures and Export Jams, bring together diverse groups of people to rapidly generate new ideas and create energy and shared commitment.

- Larger projects, like homelessness, can run from three months to a year and involve working intensively with service designers, ethnographers, data scientists and subject specialists. We broadly follow the double diamond process: define, discover, develop, deliver. The discovery stage typically involves some form of ethnographic insight, captured in film or on paper; often combined with data science. In the development stage we work with people affected to prototype and test new solutions. We then offer support to departments in taking these ideas to scale (the delivery bit). We also run experiments, designed to develop a number of policy “firsts” for government – such as using speculative design techniques to help us think about the future of ageing and what rail travel might look like in 2035.
U.S. Global Development Lab

Set Up & Scope of Work

The U.S. Global Development Lab serves as an innovation hub. We take smart risks to test new ideas and partner within USAID and with other actors to harness the power of innovative tools and approaches that accelerate development impact. USAID established the Lab in 2014. The Lab brings together diverse partners to catalyze the next generation of breakthrough innovations to advance USAID’s mission to end extreme poverty and support inclusive growth.

The U.S. Global Development Lab (the Lab) works with entrepreneurs, local innovators, corporations, NGOs, universities, foundations, diaspora groups, students, scientists, and research institutions to jointly support local solutions to global problems. We build partnerships that leverage the combined expertise, assets and resources of the public, private, and nonprofit sectors to deliver sustainable, cost-effective, and results-oriented development solutions. The Lab also hosts open calls for innovation, challenge competitions, and prizes to source new ideas, approaches and technologies to end extreme poverty. We have a diverse and specialized staff of scientists, engineers, technology and partnership experts, former venture capitalists, and program and administrative specialists.

Working collaboratively with the Agency and our external partners, the Lab’s mission is two-fold:
1) To produce breakthrough development innovations by sourcing, testing, and scaling proven solutions to reach hundreds of millions of people
2) To accelerate the transformation of the development enterprise by opening development to people everywhere with good ideas, promoting new and deepening existing partnerships, bringing data and evidence to bear, and harnessing scientific and technological advances.

Through the Partnering to Accelerate Entrepreneurship initiative, the Lab is working with more than 40 incubators, accelerators and seed-stage impact investors to support early-stage enterprises in developing countries. This drives economic growth in developing countries and is opening markets and reducing investment risk for more than 30 U.S. small- and medium-sized enterprises. Since 2001, USAID has built more than 1,600 public-private partnerships leveraging more than $16 billion in external funding through Global Development Alliances.

Facts

Website: https://www.usaid.gov/GlobalDevLab
Area: Development
Set Up: internal
Sector: public
Year est.: 2014
Country: US

"Mapping Innovation Units” Expert Report for the iLab of the International Monetary Fund, Caroline Paulick-Thiel, 2018
Brings together diverse partner from all sectors

Sourcing, testing & scaling of proven solutions to reach hundreds of millions of people

Impact-driven principles

Working Approach

We are aligned around five core objectives to increase the impact of our efforts:

• Science: We channel the technical expertise of scientists and researchers to build local scientific capacity, empowering people with tools for change, and use the evidence from scientific research to drive new policies and programs.

• Technology: We work to increase access to digital financial services and the internet, in part by strengthening enabling environments. We also increase the use of evidence, data, and analytics for better decision-making.

• Innovation: We identify, test, and accelerate new tools that have evidence of impact, sustainable financing, and reach. We also increase the adoption of high-impact solutions and the effective use of innovation methods by the Agency.

• Partnership: We work with impact investors to catalyze private capital for early-stage businesses and strengthen the environment for entrepreneurship. We also manage USAID’s public-private partnership model, the Global Development Alliance.

• Cross-cutting Activities: We work to advance USAID’s development goals by mainstreaming the use of science, technology, innovation, and partnership to address cross-cutting international development issues.