

We are happy to share with you the **sixth newsletter** of the FP7 research project **LIPSE: Learning from Innovation in Public Sector Environments**. LIPSE is a EU-funded project advancing the research agenda on the drivers and barriers of successful social innovation in the public sector. With a budget of €2.5 Million—funded by the 7th Framework Programme of the European Union—it is one of the largest projects on social innovation in the public sector. The research is being conducted by EU researchers from 12 different universities in 11 countries. For more information on LIPSE, please visit our website www.lipse.org and follow us on **Facebook** and **Twitter** @eulipse.

Improving innovation in Europe: About two years into the LIPSE project, our research is now yielding interesting results. During the summer, the LIPSE team published its 5th research report and set of policy recommendations: “Determinants and Barriers of Adoption, Diffusion and Up-scaling of ICT-driven Social Innovation: a comparison of six EU countries.”

Lessons on ICT-driven social innovation. In fostering social innovation, there are two important issues that should be taken into account. First, information and communication technologies (ICTs) can facilitate the spread of change, as they enable the abatement of physical and organizational barriers. Second, the actions of ICT *followers*, *late adopters* and *“laggards”* significantly affect the up-scaling of social innovations, which requires a critical mass of adopter to avoid “shallow-patterned” diffusion. However, scarce attention is paid to late adopters. To address this gap, a team of LIPSE researchers led by Greta Nasi, Maria Cucciniello, Valentina Mele, Giovanni Valotti and Raffaele Bazarli at Bocconi University in Italy developed a theoretical and empirical research framework to study public sector organizations (PSOs) in 6 EU countries (France, Italy, the Netherlands, Romania, Slovakia and Spain), between January 2014 and May 2015. The objective was to identify determinants and barriers to up-scaling ICT-driven social innovations, in relation to the specific characteristics of late adopters. Both qualitative and quantitative methods were used to disseminate evidence-based knowledge, relevant for policy-makers, practitioners and scholars. The research report (no. 5) focuses on two innovative practices: e-procurement and telework. However, researchers sought to “move beyond” these two cases to broaden the perspective on ICT-driven social innovations. First, findings show that the determinants and barriers of up-scaling are not strictly *technical* in nature. Although such innovations require the use of ICTs, they are human-executed processes that imply organizational reshaping. Technological factors (e.g. infrastructures, skills) then represent necessary but insufficient conditions. Second,

mimetic pressures are critical for late adopters. These PSOs tend to cluster geographically in replicating neighbors’ best practices. Third, law has to establish clear guidelines. Despite the importance of organization-based dynamics, the lack of a minimal legislative framework can jeopardize any possible experimentation. Fourth, innovators can encourage imitation and they are strongly pushed by political representatives to implement innovation. A stable political vision is then necessary. Fifth, public managers can either act as visionary leaders that steer the change or they can simply favor the emergence of bottom-up initiatives. In both cases, their support and professionalism are crucial. Connected to this, PSOs are often characterized by a risk-averse bureaucratic culture, beyond the specific governance tradition of each country. Up-scaling thus requires change management as a tool to modify employees’ perception of relative advantage. Lastly, ICT-driven social innovations require both technical improvements and (more importantly) changes of the organizational culture. Well-devised training and consulting activities are key facilitators for such purposes. Box 1 summarizes our policy recommendations. For more a detailed analysis of how to foster the implementation of e-procurement read our [research report #5](#).





Seven policy recommendations to implement ICT-driven social innovation:

1. Invest in ICT infrastructures for eliminating (territorial/organizational) digital divides.
2. Disseminate best practices for encouraging imitation.
3. Elaborate policy guidelines for providing public sector organizations with clear and ambitious objectives.
4. Provide stable and robust political support to innovative initiatives.
5. Engage the top management in steering and/or controlling the various stages of implementation.
6. Use change management as a tool for modifying employees' preferences.
7. Invest in training and consulting activities on both technical aspects of implementation and its organizational implications.

EGPA conference 2015: The LIPSE team traveled to Toulouse, France this year to make its third appearance at the annual conference of the European Group of Public Administration (EGPA). Many of the LIPSE researchers presented the results of their work within the project in the study group on **public sector innovation, technology and governance (PATI)**, chaired by Rainer Kattel and Erkki Karo (Tallinn University of Technology). ♦ Wouter van Acker, presented a paper co-authored with Wout Frees and Geert Bouckaert (KU Leuven Institute of Public Governance) **entitled “What Makes Public Sector Innovations Survive? Feedback, Accountability and Learning as Explaining Factors.”** Their paper provides a complex causal model for explaining the development of public sector innovations. ♦ Building on earlier research into networks of innovation as part of LIPSE, Lykke Ricard (Roskilde University) presented a paper on **“Social networks and innovation roles in city governments”** co-authored with Jenny Lewis (University of Melbourne). This paper analyzes the link between network concepts and innovation by comparing the formal structures and the informal networks of Copenhagen and Rotterdam's city governments and examines the relationship between trust in these networks and innovation capacity. ♦ Hanna de Vries presented results of her research on **“The adoption of**

innovation by organizations: testing a multi-dimensional framework” in a paper written with LIPSE coordinators Victor Bekkers and Lars Tummers (Erasmus University). Their results show that the administrative leaders have different perceptions of innovation adoption and that an innovation's “compatibility” and “complexity”, and its organizational antecedents all have a significant effect on innovation adoption. ♦ Also presenting results from LIPSE research into the drivers of ICT-driven social innovation, this time from the perspective of Slovakia, were Maria Svidronova, Juraj Nemeč and Beata Mikusova Merickova with the paper **“Co-creation based social innovations in Slovakia: What can we learn from the case study PrieStory?”** In this paper they present an analysis of possible reasons for failure of co-creation initiatives in Slovakia. ♦ Finally, Krista Timeus and Mila Gascó presented a case study about **“Organized innovation in the public sector: the case of Barcelona municipality”** in which they examine why innovation units are established and what their impact is on public innovation practices. They find that while innovation units are a practical way of increasing a municipality's innovation capacity, they have some disadvantages related to their sustainability and ability to influence the administration's culture.



In May 2015 LIPSE co-sponsored the *Social Innovation Research Conference (SIRC): Innovations in public and social policy and in public service delivery - policy and management perspectives on reforming the delivery of public services*, hosted by the School of International Affairs and Public Affairs in Fudan University, Shanghai, China.

The changing global context of public and social policy development and public service delivery has in recent years sharpened our focus both upon the way that these policies respond to changing needs and evolving political agendas and upon the routes to and processes of innovation in public service delivery.

Encouraging more discussion from the policy and management perspectives on public service reform, **Prof. Stephen Osborne** and the University of Edinburgh co-organized this conference on social innovation held in Shanghai earlier in the year. The conference proved to be an exciting collaboration between a range of partners including **ASPA, IRSPM, PSA, LIPSE, the University of Edinburgh and Fudan University**.

The event brought together over one hundred papers from around the world to consider the processes and impact of social innovation. These were grouped around three themes:

- *Innovation in public and social policy formulation and implementation*
- *Innovation in the delivery of public services*
- *Learning and innovation*

These papers and presentations explored two dimensions of social innovation: the nexus between public/social policy making, policy implementation and public services management in relation to social innovation; and, secondly, a comparative East – West perspectives on social innovation. Thank you to all participants!

Check out the LIPSE BLOG: "*Not an Oxymoron*" is our blog on social and public innovation:
<http://publicinnovationblog.com/>

- [How to empower co-creation: participatory budgeting](#) by **Maria Svidronova** (Matej Bel University, Banska Bystrica, Slovakia)
- [Indicators for Public Sector Innovations: Is there a silver bullet?](#) by **Piret Tõnurist, Rainer Kattel and Veiko Lember** (Ragnar Nurkse School of Innovation and Governance, Tallinn University of Technology in Estonia)
- [LIPSE research goes Hollywood: Risk and Social Innovation](#) by **Sophie Flemig** (University of Edinburgh)
- [The rise of innovation labs in the public sector](#) by **Piret Tõnurist, Rainer Kattel, Veiko Lember** (Ragnar Nurkse School of Innovation and Governance, Tallinn University of Technology in Estonia)

LIPSE Working Paper Series:

You can also read about the results of the LIPSE team's research in our working papers:

1. [Social Innovation in the Public Sector: An integrative framework](#)
By Bekkers, V.J.J.M., Tummers, L.G., Stuijzand, B.G. and W.H. Voorberg (Erasmus University Rotterdam)
2. [Can we measure public sector innovation? A literature review](#)
By Rainer Kattel, Aleksandrs Cepilovs, Wolfgang Drechsler, Tarmo Kalvet, Veiko Lember and Piret Tonurist (Tallinn University of Technology)
3. [Innovation capacity in the public sector: Structures, networks and leadership.](#)
By Jenny M. Lewis and Lykke Margot Ricard Rotterdam (Roskilde University and University of Melbourne)
4. [Risk Definition and Risk Governance in Social Innovation Processes:](#)
By Sophie Flemig, Stephen Osborne and Tony Kinder (University of Edinburgh)
5. [The role of Feedback, Accountability and Learning in Organizational Change and Innovation: A theoretical framework](#)
By Wout Frees, Wouter van Acker and Geert Bouckaert (KU Leuven)

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New publications by the LIPSE team on public sector innovation:

- Voorberg, W. H., V. J. J. M. Bekkers, and L. G. Tummers (2015). "A Systematic Review of Co-Creation and Co-Production: Embarking on the Social Innovation Journey." *Public Management Review* 17 (9).
- de Vries, H., Bekkers, V.J.J.M, & Tummers, L.G. (2015). "Innovations in the Public Sector: A Systematic Review and Future Research Agenda." *Public Administration*.
- Matei, A., Antonovici, G., and Săvulescu, C. (2015). "Innovative Public Marketing as Instrument for Creating the Social Value". *Journal of Public Administration, Finance and Law*, Special Issue 2.

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Co-Production workshops: Radboud University organised the annual meeting of the IAS Study Group on **Co-production of Public Services**. It brought together leading thinkers on co-production. You can learn more about the topic in this video filmed during the event: <https://www.youtube.com/watch?v=OFHkY1JIHYM> filmed on 8-9 June 2015, when Read about ♦ The **University of Edinburgh** LIPSE team organized and hosted an interactive workshop on **co-production in public services**, inviting practitioners, policy-makers, and academics to exchange their experiences and insights. Four international speakers and three UEBS speakers shared the LIPSE findings and related research on co-production. Presentations and short videos from the event are available online here: <http://www.business-school.ed.ac.uk/co-production-public-services/>

Upcoming events: Keep an eye out for the following LIPSE-sponsored events :

- **Oct. 15, Budapest, Hungary:** Conference on Public service innovation and the delivery of effective public services, hosted by the National University of Public Service, co-organized by Stephen Osborne and with a special LIPSE-hosted panel on risk governance.
- **Oct. 27, Banska Bystrica, Slovakia:** Conference on "Financial stability and sustainable growth in the European Union: current situation and perspectives" co-hosted by LIPSE.

Some innovation humor for you...



"Your proposal is innovative. Unfortunately, we won't be able to use it because we've never tried something like this before."

Progress update on the LIPSE research agenda

The LIPSE team's is organized in seven work packages: 1. [The innovation capacity of public sector environments](#), 2. [Co-creation and citizen involvement in social innovation](#), 3. [Mapping and analyzing the recommendations of ombudsmen, audit offices and others](#), 4. [Risk-definition and risk governance in social innovation processes](#), 5. [Adoption, diffusion and up-scaling of ICT driven innovations](#), 6. [Public sector innovation indicators](#), and 7. [Future trends and scenarios](#). For more information on all work packages, visit <http://lipse.org/work-packages>.

WP 1: Innovation environments and innovation capacity.

WP1 has delivered the research report and the policy brief with recommendations. The WP team is currently in the stage of further research providing an important advance in linking innovation environments to innovation capacity in the public sector (specifically in municipalities), and disseminating their findings via publications and conference presentations that includes discussions with researchers, practitioners and students. For more information, contact Lykke M. Ricard (lykker@ruc.dk).

WP 2: Co-creation and co-production during social innovation: Based on the cross-sectoral and cross-country comparative case study analysis and the focus group findings we developed a final report and a policy brief. They can be downloaded via www.LIPSE.org. The WP2 team continues to disseminate our findings via publications, conference presentations, discussions with practitioners (including the LIPSE social innovation game) and social media. For more information, contact Lars Tummers (tummers@fsw.eur.nl).

WP 3: Mapping and analyzing the recommendations of ombudsmen & audit offices: Work package 4 has come to an end, and the research report and policy brief to be downloaded via www.LIPSE.org. The team is now focused on disseminating its findings in workshops and scholarly articles. For more information, contact Wouter van Acker (Wouter.VanAcker@ggs.kuleuven.be).

WP 4: Risk-definition and risk governance in social innovation processes. Work package 4 has come to an end, and the research report and policy brief about risk governance in innovation processes can now be downloaded from our website. The team is now busy organizing workshops based on the findings. For more information contact Sophie Flemig (Sophie.Flemig@ed.ac.uk).

WP 5: Determinants and barriers of ICT-driven social innovations. Work package 5 has concluded and the research report and policy brief can be downloaded from www.lipse.org. The report includes a systematic literature review and an empirical comparative analysis across 6 EU countries. The latter encompassed the use of both qualitative and quantitative methods. Further dissemination activities to spread evidence-based knowledge relevant for policy-makers, practitioners and scholars will follow. For more information, contact Greta Nasi (greta.nasi@unibocconi.it).

WP6: Public sector innovation indicators: WP6 is at its final stages and the final report is on the way. The concluding report and policy recommendations will be preceded by a succinct meta review of WP1-5. The results of the working package will be discussed at the LIPSE road show event in Tallinn, March 2016. For more information, contact Rainer Kattel (rainer.kattel@ttu.ee).

For more information on the LIPSE project, please visit www.lipse.org and subscribe to our mailing list, or send us an email at lipse@hertie-school.org. You can also follow us on Facebook and Twitter @eulipse to receive the most up-to-date information on public sector innovation research and upcoming events. You can unsubscribe from this mailing list anytime by sending a blank e-mail with the subject line UNSUBSCRIBE to lipse@hertie-school.org.