



OECD Public Governance Reviews

Global Trends in Government Innovation 2024

FOSTERING HUMAN-CENTRED PUBLIC SERVICES



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Foreword

Public services are the cornerstone of the relationship between governments and the people they serve. At their best, they empower individuals, enable businesses, and foster inclusive communities. As the challenges of the modern era grow in complexity – spanning digital transformation, demographic shifts, and climate change – governments are reimagining how best to meet the evolving needs of their people.

The *OECD Global Trends in Government Innovation 2024* report highlights how public services are evolving to address these demands. Based on nearly 800 case studies from 83 countries, it describes pioneering practices that demonstrate governments' commitment to human-centred innovation of public services. These cases reflect a shared understanding: effective public services must not only be efficient but also inclusive, accessible, and adaptive to people's changing needs.

The analysis identifies five key trends shaping the future of public services. From harnessing data and digital technologies to create personalised, proactive services to reimagining public services as opportunities for public participation and collaboration, these trends illustrate a shift in how governments design and deliver services. This report also aligns these innovations with the OECD Recommendation on Human-centred Public Administrative Services, offering a practical framework for achieving better outcomes for citizens while strengthening trust in public institutions.

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Table of contents

Foreword	3
Acknowledgements	4
Executive summary	7
1 Overview.....	9
Overview of global trends	12
2 Trend 1: Future-oriented and co-created public services.....	13
Moving forward	15
Case study 1: Streamlining immigration with New in Norway	16
3 Trend 2: Digital and innovative foundations for efficient public services	17
Moving forward.....	20
Case Study 2: Italy uses AI to sort citizen requests.....	21
4 Trend 3: Personalised and proactive public services for accessibility and inclusion 22	
Moving forward.....	24
Case Study 3: The U.S. personalises assistance for natural disaster survivors	25
5 Trend 4: Data-powered public services for better decision-making	26
Moving forward.....	28
Case Study 4: The Republic of Korea uses IOT to improve urban mobility	29
6 Trend 5: Public services as opportunities for public participation.....	31
Moving forward.....	33
Case Study 5: France involves the public to improve its public services	34
7 Conclusion.....	35

References	37
Annex A. Research protocol and data sources	42

BOXES

Box 1.1. Paths of public services reforms	10
Box 2.1. Evidence and inclusion for a stronger future with Better Public Services (Ireland)	14
Box 2.2. NASA turns to co-design to boost inclusivity (United States)	15
Box 3.1. Using AI to fight voice-phishing crimes (Korea)	18
Box 3.2. National Urban Digital Mission boosts government digital infrastructure (India)	18
Box 3.3. HowTo training platform supports the digital transformation (Greece)	19
Box 4.1. AI to assist deaf travellers (Serbia)	23
Box 5.1. New tools for a comprehensive view of public services (Türkiye)	27
Box 5.2. London's InnOvaTe uses sensor data as a monitoring device (United Kingdom)	27
Box 6.1. A Multicultural Servicing Strategy to meet diverse needs (Australia)	32

Executive summary

Public services are the main point of contact between government and people, businesses and organisations. The quality of public services has a profound impact on people's lives and is often pivotal in ensuring citizens have access to opportunities and realise their full potential. As shown from the results of the OECD Survey on the Drivers of Trust in Public Institutions, improving the reliability, responsiveness and fairness of public services bolsters trust in national governments, local governments, and the civil service. Yet, to earn trust and effectively address people's evolving needs, public services must continuously innovate in ways that deliver value and improve lives.

Major global events in recent years, including the 2008 economic crisis, global conflicts and the COVID-19 pandemic, have shown the critical need for public services that can swiftly respond to the changing needs of citizens. Governments have demonstrated that they are taking these lessons to heart by adapting to changing expectations and investing in a new generation of public services that are more proactive, resilient and inclusive.

This report is the result of the analysis of nearly 800 case studies of innovation in public services from 83 countries. The cases were collected through the OECD's annual Call for Government Innovations, which in 2024 focused on innovations in public services. The examples show that a focus on people's needs and expectations, open collaboration between service providers and users and human rights, is crucial to driving change in public services. This report is a first attempt to build an evidence base of innovative government practices that illustrate and promote the principles of the [OECD Recommendation on Human-centred Public Administrative Services](#).

The findings illustrate how governments are improving and adapting their public services to respond to current and future needs, delivering cost-efficient and cost-effective solutions that generate a positive impact on intended beneficiaries and society as a whole. The report identifies five trends in innovation for better public services:

- **Future-oriented and co-created public services:** Governments are working with users and stakeholders to co-design solutions and anticipate future needs, creating public services that are flexible and responsive to change, and are therefore more resilient and sustainable in the long term. For instance, Norway is leveraging foresight techniques to build migration services that can meet the needs of today and tomorrow.
- **Digital and innovative foundations for efficient public services:** Governments are investing in scalable digital infrastructure, experimenting with emergent technologies (such as automation, AI and modular code), and expanding innovative and digital skills to make public services more efficient. Italy's national social security institute is using AI to sort and classify messages, improving response times and empowering public servants to focus and prioritise urgent citizen needs.
- **Personalised and proactive public services for accessibility and inclusion:** Governments are making public services more personalised and proactive to better meet people's needs and expectations, reduce psychological costs and administrative frictions, ensuring they are more accessible, inclusive and empowering, especially for persons and groups in vulnerable and

disadvantaged circumstances. The United States made assistance for disaster survivors more accessible, reducing the administrative burdens and cutting assistance registration times by over 15%.

- **Data-powered public services for better decision-making:** Governments are drawing on traditional and non-traditional data sources to guide public service design and execution. They are increasingly using experimentation to navigate highly complex and unpredictable environments. In Korea, sensory data in urban spaces are being used to improve the quality, safety and attractiveness of public transportation.
- **Public services as opportunities for public participation:** Governments are seeing public services as an opportunity to engage citizens in exercising their rights, building trust, and holding governments accountable for upholding democratic values such as openness and inclusion. France is improving public services by collaborating with citizens to identify avenues to improve and engage civil society organisations in the development of better services.

1 Overview

Public services are the main way people (citizens, businesses and organisations) interact with governments. These interactions allow people to exercise rights, access entitlements, execute obligations and achieve ambitions (Thijs, Mackie and Krievins, 2022^[1]). Public services have a significant impact on peoples' lives and are critical to upholding individual rights. Their quality can impact, for instance, how effectively citizens access essential services, how efficiently businesses operate, and, ultimately, how prosperous and equitable societies become. The mission of ensuring accessible, reliable and effective public services is vital for addressing people's needs and fostering social well-being and progress.

Day-to-day interactions with public services are important in shaping citizens' trust in government institutions. These services are the tangible outcome of government policy, the real-world impact of policymakers' intentions, where intentions transform into action. By improving public services, governments enhance their capacity to deliver on publicly declared objectives and amplify the reach and efficacy of their policies. While a majority of people are satisfied with administrative services, new OECD research shows that improving the reliability, fairness and openness of public services could boost trust (OECD, 2024^[2]). For instance, higher satisfaction with administrative services is associated with a 4.7% increased likelihood of having high or moderately high levels of trust in the national civil service. Believing that public institutions adopt innovative ideas to improve public services is associated with almost a 2.6% increase for trust in local government. The evidence is clear: Better public services boost trust levels.

Quality public services build confidence in a government's ability to fulfil its obligations and serve people's needs. Conversely, miscommunication or failures in public service can erode trust, leading to citizen disillusionment and disenchantment. Developing valuable public services not only enhances the well-being of citizens and communities, but also lays the foundation for a stronger social contract and more effective democratic governance.

Private sector services are setting de facto standards for public services, as people increasingly expect the same kinds of personalised and seamless experiences from the public sector, such as lowering access costs, removing burdens and improving user experience and value for them. Maintaining high-quality public services requires constant adaptation to, and anticipation of, changing needs and preferences as well as technological advances and shifts in demographics (OECD, Forthcoming^[3]).

Embracing innovation in government is not an option but an imperative. Governments can continuously improve their mission and create public value, remaining relevant, legitimate and trustworthy in the eyes of their populations. The 2019 OECD Declaration on Public Sector Innovation acknowledged that governments operate today in volatile, uncertain, complex and ambiguous contexts (OECD, 2019^[4]). Traditional structures and processes for public services are no longer enough to address the multifaceted issues connected to achieving the ecological, digital and other societal transitions.

Improving public services is a priority for the OECD, as shown with the recent adoption of the [Recommendation on Human-centred Public Administrative Services](#) (henceforth, Recommendation), which provides guidance for the development of reliable and trusted public services. The Recommendation, developed in dialogue with global governments, is structured around four pillars: (i) having a strategic vision, with clear and shared values and recognition of rights, (ii) establishing core foundations, both in terms of technical infrastructure and skills, (iii) providing seamless and accessible

services, which leverage innovation and experimentation, and (iv) setting up adequate mechanisms and data gathering for measuring user satisfaction with services, to continuously improve services. Through this approach, the Recommendation provides a strong, human-centred policy framework that identifies a path for public services to better address users' needs, improve public policy outcomes, and build trust in government.

The OECD gathered nearly 800 public services innovations from 83 countries in its 2024 Call for Government Innovations and associated research. This report presents an analysis of those government initiatives, outlining the pioneering practices and breakthroughs at the forefront of public services. It also equips policymakers with good practice examples for improving their own public services. The OECD used the Recommendation principles as a compass to explore the five trends presented in this report. The five trends emphasise the importance of human-centred public services, and the crucial role of future-proofing and co-creating services, leveraging technological transformations to improve service foundations, personalising services to ensure accessibility and inclusion, harnessing novel data to improve public services, and recognising and embracing the democratic role that public services play.

Governments have been crafting solutions to respond to the accelerating pace of change and growing complexity of the world. Building on top of decades of experience on public services reforms (see Box 1.1), now they have been increasingly shifting from isolated interventions and tools towards innovations that explore systemic challenges and address accelerated changes.

Box 1.1. Paths of public services reforms

Public service reforms have been aligned with government modernisation efforts, which have introduced novel techniques, managerial practices and organisational approaches. Over the past 30 years, successive waves of public service reform have attempted to respond, to various degrees, to changing administrative requirements and political agendas.

During the 1990s, public service reform was influenced by New Public Management (NPM). This approach sought to decentralise the responsibilities for policy implementation, and to improve efficiency and management accountability (OECD, 2010^[5]). NPM management practices emphasised performance metrics, customer service, the specialisation (of tasks), disaggregation (of service production with delivery) and competition over collaboration (Dunleavy and Hood, 1994^[6]). For example, the United Kingdom created new public service units that had great managerial freedom, including the Benefits Agency, a “hands-off” agency linked to the Department of Social Security that was intended to provide welfare programmes (Ferlie, 2001^[7]). NPM initiatives made public services more efficient. Yet they often put short-term quantifiable measures over broader and long-term policy outcomes, promoted competition over collaboration, and ultimately risked undermining important public sector values, such as inclusiveness and equity.

Governments began to seek more balanced approaches that had NPM's strengths, but that did not neglect public interest (Newman, 2000^[8]) (Diefenbach, 2009^[9]) ((n.a.), 2010^[10]). The joined-up government approach, for example, which originated in the United Kingdom, encouraged collaboration across public service organisations. It aimed to align diverse agencies with overarching governmental strategic objectives, pushing for a blurring of traditional boundaries between policy and administration (Cabinet Office, 1999^[11]).

In the 2000s, new information technologies brought about a major modernisation of public service and an acceleration towards digital-era government. Governments around the world began to use technology to improve the delivery of public services, also making them more accessible to people and easier to use. This shift towards e-government aimed to create more responsive, transparent and

efficient public services (Dunleavy, 2005^[12]). It used technology to streamline processes and meet people's new needs in a rapidly changing technological landscape (OECD, 2009^[13]). However, relying strictly on technologies to address public service challenges risks simply digitalising bureaucracy, raising issues of privacy and accountability, or creating new challenges, such as a digital divide (Welby and Hui Yan Tan, 2022^[14]). Initiatives such as design labs emerged from the observation that technological solutions must be balanced with human-centred design and were central to transforming public services. These labs were incubators for innovative services, iterative development processes, and breaking traditional administrative structures. For example, Denmark's MindLab, a pioneering government design lab, brought together public servants, citizens and businesses to co-create solutions to complex societal challenges (Lee and Ma, 2019^[15]).

Since the 2010s, unprecedented challenges exposed the interconnectedness of political, economic and social systems on a global scale. These challenges highlighted the complexity, uncertainty and volatility inherent in modern governance. The decade saw two major events that stand out as paradigm shifts: it opened in the aftermath of the 2008 financial crisis and closed with the COVID-19 pandemic. Triggered by the collapse of the U.S. housing market, the global financial crisis exposed systemic weaknesses in regulation and sparked a widespread recession. This demonstrated the importance of resilient public services (Haynes, 2015^[16]). COVID-19 further thrust governments into uncharted territory. The global pandemic underscored the importance of agile and proactive public services that can adapt quickly to rapidly evolving circumstances, and that can respond to emergent needs of citizens in an increasingly connected and fragile world (Dudau et al., 2023^[17]) (OECD, 2020^[18]).

Today, governments are using these experiences — which often have a strong connection with digital technology (see Box 1.2) — and the knowledge gained from them to modernise their public services. Building on this history, this report explores emerging trends in public service innovation that address new challenges and better serve people's needs. In addition to identifying cutting-edge practices and breakthrough solutions that have proven effective in transforming public services, this report provides evidence and recommendations that are intended to inspire and guide future public service initiatives and help to ensure that governments continue to meet peoples' needs in an evolving world.

Box 1.2. Digital with purpose: the OECD's Digital Government Index (DGI)

Digital technologies have been playing an important role in public service transformation. They are being leveraged to build more and more data driven service, increasingly powered by technologies such as artificial intelligence. However, as the 2023 OECD Digital Government Index (DGI) shows, rapid digitalisation alone does not ensure better or more sustainable outcomes. (OECD, 2024^[19]) To take full advantage of the digital transformation — and to mitigate its risks — in public services, governments must adopt novel approaches. These include outlining clear and ambitious strategies, developing the necessary skills across the public sector workforce, and fostering collaboration among stakeholders. Furthermore, by embedding technologies into public services, governments can address users' needs, ensure human rights and anticipate possible changes. Yet they must also consider the ethical guardrails and sustainability implications, as stated in the G7 Toolkit for Artificial Intelligence in the Public Sector (OECD/UNESCO, 2024^[20]).

The Digital Government Index (DGI) measure countries' readiness in laying the foundations necessary for a digital transformation of the public sector that is sustained and human-centred. The index is measured on the basis of six criteria: digital by design; data-driven; government as a platform; open by default; user-driven; and proactiveness.

After a pilot in 2020, the first edition, the 2023 DGI assessed the activities of 38 countries, including 33

OECD member countries. While the index found that countries are demonstrating great capability to build strong foundations for digital government, it also emphasises the importance of governments adopting comprehensive strategies for public sector digitalisation. Such strategies should ensure robust digital public infrastructure and provide support throughout the entire policy cycle. In particular, the 2023 DGI highlights that conducting more and more structured engagement of users in the design and, crucially, in the evaluation of digital public services is key to ensure goals are achieved and the implemented solutions meet users' needs.

Source: 2023 OECD Digital Government Index (<https://doi.org/10.1787/1a89ed5e-en>).

Overview of global trends

This research identified, refined and grouped examples of innovations in public services into a final set of five trends (see Annex A on the research protocol and data sources adopted for this purpose). These trends point to an emerging reality that goes beyond governments' current efforts in the digitalisation of public services and administrative simplification (OECD, 2020_[21]). They are:

- **Future-oriented and co-created public services:** Governments are working with users and stakeholders to co-design solutions and anticipate future needs, creating public services that are flexible and responsive to change, and are therefore more resilient and sustainable in the long term.
- **Digital and innovative foundations for efficient public services:** Governments are investing in scalable digital infrastructure, experimenting with emergent technologies (such as automation, AI and modular code), and expanding innovative and digital skills to make public services more efficient.
- **Personalised and proactive public services for accessibility and inclusion:** Governments are making public services more personalised and proactive to better meet people's needs and expectations, reduce psychological costs and administrative frictions (e.g. sludge), ensuring they are more accessible, inclusive and empowering, especially for persons and groups under vulnerable and disadvantaged circumstances.
- **Data-powered public services for better decision-making:** Governments are leveraging traditional and non-traditional data sources to guide public service design and execution. They are increasingly using experimentation to navigate highly complex and unpredictable environments.
- **Public services as opportunities for public participation :** Governments are reframing public services as opportunities to engage citizens, build trust, and keep the upholding of democratic values such as openness and inclusion accountable.

The five trends were presented preliminarily, reviewed and stress-tested at the 69th meeting of the Public Governance Committee (PGC) and with OPSI's Network of National Contact Points (NCP) through special interactive sessions. Delegates offered precious insights, which complemented, reviewed and validated the trends. This report includes that feedback.

2 Trend 1: Future-oriented and co-created public services

Governments are increasingly embracing future-oriented techniques and collaboration with people in order to design public services. This is creating services that are flexible and responsive to change and are therefore more resilient and sustainable in the long term.

For example, when Finland wanted to address the disconnect between education and job market needs, it developed [Osaamistarvekompassi](#), or the Skills Needs Compass. This online service uses AI to help the government anticipate future skills requirements that are aligned with needs and job opportunities. The programme brings together diverse stakeholders — including learning and employment services, education providers and anticipatory governance experts — to ensure Osaamistarvekompassi's sustainability and success in matching the needs and skills of job seekers and employers and to help address unemployment and labour shortages. By providing accessible and user-friendly information about future skills needs, the platform is bridging the gap between education supply and labour market needs, ensuring that tomorrow's workforce is equipped with innovative skills needed for success.

Governments are moving away from simply managing public service obligations and instead are developing public service strategies that anticipate future needs. For example, Ireland created [Better Public Services](#), a whole-of-government strategy to develop public services that meet current and anticipate future challenges while building trust (see Box 2.1). Governments are increasingly aware that top-down, inside-out approaches have limits, particularly in addressing diverse and complex issues. They are using collaboration and co-design, approaches that invite people to work alongside public sector organisations to find solutions.

Box 2.1. Evidence and inclusion for a stronger future with Better Public Services (Ireland)

Following the COVID-19 pandemic, Ireland wanted to build on its Our Public Service 2020 strategy to provide more inclusive, high quality and integrated public services.

Ireland created [Better Public Services](#), a whole-of-government approach to the provision of future public services in 2030 that is centred on three pillars — Digital and Innovation at Scale; Workforce and Organisation of the Future, and Evidence-Informed Policies; and Services Designed for and with our Public — and implemented across the government and within organisations such as public services.

One example of this innovation is the Digital Life Events Service, which brings together multiple organisations to develop more intuitive, efficient and human-centred interactions between people and the public services intended to support them in significant life events, such as the birth of a child.

Each pillar of the strategy is overseen by a cross-sectoral working group, and the overall strategy is governed by the Public Service Leadership Board, which consists of senior representatives from Government Departments and a broad range of public service organisations. This group plays a key role in achieving the ambition of the strategy and ensuring sustainability over time.

Source: [Better Public Services – Public Service Transformation 2030 Strategy](#).

Government organisations traditionally developed public services to meet stable, predictable and incremental public needs. They often used historical data and current trends to anticipate future needs. For example, an organisation may have used population growth rates and past traffic patterns to plan new public transportation routes. While those planning tools can be effective for incremental changes, they may not account for unexpected shifts in public needs or societal conditions. Therefore, the organisation may not be able to cope with volatility, uncertainty, complexity and ambiguity (Polchar, 2020^[22]).

To anticipate and prepare for uncertainties, governments are now working to make their public services more resilient and sustainable. To do so, they are using future-oriented approaches, including strategic foresight. Governments can use a variety of anticipatory innovation governance mechanisms to explore challenges and opportunities, identify and anticipate solutions for different scenarios, and finally co-create strategies or solutions (Tõnurist and Hanson, 2020^[23]) (Monteiro and Dal Borgo, 2023^[24]). These initiatives aim to make the strategic vision for public services more adaptable and proactive. Norway, for example, developed the “[New in Norway](#)” portal, which adopts foresight techniques to ensure integration services are successfully meeting current and future needs of diverse groups of users (see Case Study 1).

Governments are including people in the development of public services strategies; they are asking citizens, businesses, organisations and other stakeholders to share their knowledge and to help develop services. This collective intelligence can help government organisations to better understand real world facts and experiences, identify available solutions, and make more inclusive decisions (Saunders and Mulgan, 2017^[25]). Co-design has been successful, for example, in Canada, where the [Project Heart](#) gathered people with lived experience (PWLE), researchers, designers and policy analysts to develop a way for engagement in public health to be meaningful. Similarly, in Spain, the [Citizen Convention on Mental Health](#) brought together citizens to discuss mental health services and develop a set of recommendations to improve them.

Governments are using participatory and open engagement with citizens to include a range of stakeholders and to test more horizontal decision processes (Boyle and Harris, 2009^[26]). Citizen participation has been successful, for example, in the United Arab Emirates, where [UrbanistAI](#) is encouraging citizens to co-design public spaces using AI technology. In France and Spain, the online citizen participation platforms

[Decider Pour Paris](#) and [Idea Zaragoza](#), respectively, are drawing on the collective intelligence of residents for urban public services. And in the United States, NASA is using the [radical participatory design approach](#) and is allowing citizens to lead the design of very experimental services (see Box 2.2).

Box 2.2. NASA turns to co-design to boost inclusivity (United States)

The National Aeronautics and Space Administration (NASA) Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) programme provides financial and technical assistance to small businesses looking to develop their innovative technologies. Yet NASA observed a lack of diversity among programme participants.

NASA asked citizens and small business owners, particularly from marginalised groups, to join service teams and lead the design of projects alongside frontline government officials. This novel and people-centred approach came in contrast to traditional methods, where services are designed without user input, often resulting in biases and barriers to accessibility.

This close collaboration helped increase the programme's equity for the long term: Equity was infused into metrics used to measure the customer experience, employee experience and health of the service. This approach prioritises lived experiences and values over mainstream institutional knowledge.

Community members are integral members of the project team, leading to increased awareness and participation from underrepresented groups. New co-design and radical participatory design approaches are pushing further values such as equity and engagement among the community, ensuring diverse voices are included not only in the design, but are at the forefront of the project.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Moving forward

Using co-creation and taking a long-term view, governments can create more resilient and forward-thinking public services. The OECD Recommendation on Human-Centred Public Administrative Services points precisely to the importance for governments to ensure the proactive adaptation to a fast-changing environment and the anticipation of potential opportunities and challenges (OECD, 2024^[27]). Structured public engagement and anticipatory techniques enable a better understanding of needs and services that are equipped for both the present and future. Yet this approach has several challenges. First, administrative silos and structural discoordination can hinder collective efforts to develop shared and forward-looking services. Second, solutions are unlikely to emerge from the lower levels of public administrations without incentives from leaders. Third, these changes to public services are often demanding in terms of energy and commitment.

Good practices for future-proofing public services:

- **Efforts at the strategic level must be as broad and inclusive as possible.** Administrative structures may need to be adapted to ensure the open and equitable participation of different partners and stakeholders.
- **Initiatives that use co-design, collective intelligence or futures techniques cannot be one-off;** iterative learning and continuous updates ensure that these innovations have valuable outcomes.
- **Leaders must champion the vision and provide the necessary resources and authority** to sustain bottom-up engagement and future approaches. High-level endorsement is crucial to

ensure the sustainability of these innovations.

Case study 1: Streamlining immigration with New in Norway

Moving to a new country comes with lots of questions and paperwork; it's a moment when newcomers are in frequent and direct contact with the public sector and services of their new country. Providing easy access to answers and facilitating these administrative tasks can not only enhance and boost trust in public information and institutions, but also allow newcomers to integrate into the country's work and social life more quickly.

The decision to enhance Norway's integration services came following the Norwegian Government's Digitalisations Strategy: "*One digital public sector – Digital strategy for the public sector 2019–2025*". The strategy prioritises the development of seamless public services around seven key life events, including [New in Norway](#) (NiN), led by The Directorate of Integration and Diversity (IMDi).

As part of its Anticipatory Governance approach, the Digitalisation Agency (Digdir) developed a foresight methodology to make life-event services more future-oriented, resilient, and sustainable. This methodology was piloted through *New in Norway* (NiN).

Co-creation and the broad stakeholder involvement was integral to the development process of NiN. A "Future Gathering" event was organised to better understand the needs of newcomers and gain insight into key external factors shaping their experiences.

Discussions were centred around 13 driving forces and trends which impact migrants and public services serving them (such as digitalisation, the need for new competence, polarisation, etc.). As a second step, areas of low preparedness (blind spots) were identified and used to develop six future personas: asylum seekers; resettlement refugees; family immigrants; labour immigrants; foreign students; and children in need of emergency preparedness in the event of unprepared crises.

These future personas enabled NiN to develop better services, for instance, allowing users to obtain consolidated, quality-assured, and comprehensive information tailored to their situation when accessing the [New in Norway website](#).

By embracing the long-term vision making it easy to be new to Norway, the country was able to respond to the unexpected migrant wave due to the war in Ukraine. Originally anticipating 5,000 immigrants in 2022, Norway instead welcomed approximately 30,000 people that year and 36,000 in 2023. The NiN innovation proved crucial in addressing these challenges, allowing newcomers to access relevant information quickly and supporting them during an exceptionally difficult time.

To evaluate NiN, feedback from people at arrival centres was collected and analysed. These evaluations revealed that the programme successfully addressed newcomers' needs. Additionally, the analysis enabled the portal to adapt swiftly, ensuring its continued relevance.

Beyond its immediate impact, the NiN portal has made Norway more attractive to international talent. At a time when nations are striving to enhance their competitiveness and modernise their economies, innovations like NiN hold significant potential to attract international talent and meet labour market demands.

3 Trend 2: Digital and innovative foundations for efficient public services

To make public services more efficient and responsive to citizen needs, governments are investing in scalable digital public infrastructure, embedding emergent technologies — such as automation, AI and modular code in public services — and expanding innovative and digital skills.

Officials in Portugal took this approach with child benefits, which are the second biggest social benefit behind retirement pensions. The process of delivering benefits had been traditionally paper-based, confusing and very bureaucratic. To make this public service more efficient, the government [automated the delivery of social benefits for newborns](#). Under this new system, child benefits are now automatically transferred to the families at birth registration. Already covering 22,500 families, this streamlined process reduced waiting time from 30 days to merely two and has the potential to impact over one million families. This innovation is increasing service delivery by eliminating barriers to access and ensuring the inclusion of every newborn in the system.

Governments are moving away from simply digitalising often burdensome and complex administrative processes. They are now investing in scalable digital infrastructure, including through the adoption of automation and AI, to build technological systems that can evolve over time, adapt to changing demand and support future innovations. This not only makes public services more efficient but can also make them more secure, accessible and reliable. Meanwhile, governments are investing in innovation skills to prepare public servants to lead digital transformation processes and to deal with uncertainty and complexity (OECD, 2024^[19]).

In recent decades, government efforts towards digital transformation have resulted in a fragmented digital landscape. This is characterised by a multitude of often isolated or disconnected digital systems offering single-event, highly transactional and poorly-interoperable services. Outdated systems (legacy systems, zombie technologies, i.e. unsupported or not up-to-date anymore. etc.) have slowed the response of public services, maintained dependencies on specific technology providers and exacerbated cyber vulnerabilities. For example, research in Europe found that legacy systems present significant challenges to the digital transformation of public administration systems (Irani et al., 2023^[28]).

Governments are now investing to upgrade outdated systems and build better digital public infrastructure (e.g. digital ID systems, payment systems, data sharing platforms). This will help provide people with seamless and secure access to digital services, improve scalability and optimal resource allocation through standardised and reusable tools (OECD, 2024^[29]). These initiatives enable faster processes, with less “noisy” public service delivery (Kahneman, Sibony and Sunstein, 2021^[30]), cutting the bureaucratic burden and allowing public officials to focus more on activities that have more value (e.g. those that require their personal intervention). For example, in Austria, the city of Vienna’s [BRISE-Vienna](#), has transformed its digital building permit application process with AI and Augmented Reality (AR), not only making it more

transparent but also cutting the wait time in half. In Indonesia, the Sehat IndonesiaKu ([ASIK](#)) application for healthcare workers, launched in 2022 digitised the data recording process, making recordkeeping more efficient, reducing errors, minimising repetitive tasks and enabling the real-time monitoring of health programmes. Finally, in South Korea, [AI and automation are being used to address phishing crimes](#), greatly improving the efficiency of public services (see Box 3.1).

Box 3.1. Using AI to fight voice-phishing crimes (Korea)

Voice-phishing crimes cost Korean citizens an estimated 700 billion won each year. This fraud method, where scammers illegally obtain personal financial information, targets vulnerable populations, such as elderly people. Yet traditional voice identification models lacked efficiency and were not tailored to the local language.

Korea developed K-VoM, the first-ever AI-based voice analysis model designed to combat voice phishing crimes. Co-developed by researchers and government agencies, K-VoM is 77% more precise than existing solutions. It also goes a step further, thanks to a feature to chain-track criminal voices. Voice phishing crimes usually involve organised groups with members playing different roles. K-VoM's clustering feature groups voices from various crimes, identifying criminal networks.

K-VoM has successfully uncovered 130 criminal organisations and led to 51 arrests since its creation. While voice phishing and related crimes such as deep fakes get more sophisticated, the use of this AI-based technology is allowing Korea to tackle these threats in a comprehensive manner, leading to faster investigations and higher arrest rates, ultimately ensuring better safety.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Public services are using modular software to enhance their efficiency, transparency and sustainability. Modular software services are a set of building blocks that can be easily combined and rearranged to create different solutions and allow governments to develop tailored systems that can be easily maintained and updated as needs change. By making this software open source (freely available for anyone to view, use or modify), governments encourage collaboration and knowledge sharing within the developer community. This leads to more robust and secure systems, as many experts can review and improve the code, and develop flexible and adaptable solutions that are easy to maintain and update (Drake et al., 2023^[31]). Encouraging the reuse and improvement of existing code trends promotes not only innovation but also cost savings and faster development cycles. For example, India's [National Urban Digital Mission](#) (see Box 3.2), Ukraine's [Diia Engine](#) and the United Kingdom's [LocalGov Drupal](#) are open-source solutions developed to ensure that public administration can create intuitive, accessible and customizable websites for their digital public services. In the European Union, the [Interoperable Europe Act](#) aims to establish a robust legal framework for cross-border interoperability, fostering the reuse of digital public infrastructure components across Member States. This legislation complements national efforts by setting the foundation for a shared European digital ecosystem.

Box 3.2. National Urban Digital Mission boosts government digital infrastructure (India)

The Indian government wanted to close the digital gap among local administrations. The digitalisation of services is expanding at a fast pace throughout the country. Yet due to lack of digital infrastructure and challenges — such as funding and human resources — smaller local governments are lagging behind large urban areas, exposing a digital gap among territories.

India's Ministry of Housing and Urban Affairs created the National Urban Digital Mission (NUDM), a free, modular and open-source platform that stakeholders across government (and beyond) can use to create digital services. Adaptability is one of its key features, allowing a choice-based model devised to cater to cities with varying maturity levels, making it possible for all of them to embrace the benefits of the innovation.

The initiative is allowing cities to accelerate their digital transformation. With 12 States and Territorial Units already sharing data and more than 3,000+ already engaged in the programme. It is estimated that the entire country will be covered in the near future, providing digital services to the more than 300 million people who live in urban areas. NUDM also demonstrates how governments are building capacity by focusing on reusable and modular codes to ensure sustainability of digital services.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Governments are translating complex regulations and policies into executable computer code to ensure public services are more consistent, transparent and efficient. This approach allows for more rapid updates and adaptations of legislation, policies and regulations to changing circumstances (Mohun and Roberts, 2020^[32]). It also contributes to greater understanding and compliance with regulations, as they can be more easily understood and interpreted by computers. This has real applications for public services. For example, in France, My Helper simulates social security entitlements for prospective beneficiaries simply by responding to a questionnaire. In New Zealand, similar solutions have been developed for platforms such as [SmartStart](#), a portal providing information connected to birth and parenthood, or the [Rates Rebate](#), targeting low-income homeowners. Canada developed [Blawx](#) as an open-source tool that helps non-programmers encode, test and employ rules using a user-friendly visual programming interface. The United Arab Emirates has also invested in a nation-wide effort to build a "[Rules as Code](#)" platform for developing AI-based laws and legislations, transforming the financial ecosystem.

Governments are increasingly focused on building the capabilities they need to thrive as the digital transformation accelerates. The OECD Recommendation of the Council on Digital Government Strategies (OECD, 2014^[33]) underscores that public sector employees will play a critical role in keeping pace with technological change and making the most of digital opportunities. Human resource departments must adapt to new circumstances. And they must use new means of attracting and retaining employees, as well as develop career paths that promote a learning culture both formally and informally (OECD, 2021^[34]). Innovative efforts include implementing targeted training programmes to boost employees' digital literacy, data analytical skills and familiarity with emerging technologies. These efforts are also focused on encouraging employees' experimentation, creativity and calculated risks-taking. For example, in Indonesia, the [Thematic Innovation Clinic](#) provides local public servants training to foster innovations leveraging design thinking techniques. The [African Union Digital and Innovation Fellowship](#) has disrupted traditional hierarchies and introduced young African innovators in the bureaucracy, triggering a profound change in mindset within the organisation. In Greece, [HowTo](#) is fostering the growth on new digital skills in the public sector (see Box 3.3).

Box 3.3. HowTo training platform supports the digital transformation (Greece)

The Greek Ministry of Digital Governance wanted to enhance digital skills among public servants and citizens as the digital offer of services rapidly expands. It created HowTo, a digital training platform intended to empower public employees who support critical government services and systems. It offers 13 micro-courses tailored to the roles of Greek public servants, enabling them to learn new skills and navigate new platforms. The platform is also a collaborative learning environment for public employees

to exchange knowledge, troubleshooting and best practices — thus, harnessing the collective intelligence of diverse stakeholders.

HowTo also serves as an educational resource for citizens, supporting Greece’s digital transformation of public services. It caters to civil society organisations and citizens, particularly those lacking digital skills, such as the elderly and immigrants.

Since its launch, HowTo has successfully supported more than 6,000 public servants in using newly developed digital systems and trained and certified more than 4,300 citizen specialists. Since 2021, approximately 3 million citizens have accessed the platform each year. HowTo exemplifies an effective, user-centric digital literacy initiative that combines tailored digital courses with community-based learning, enhancing digital literacy and ultimately enhancing governments’ capacity to deliver better services.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Moving forward

By strengthening both their technological infrastructure and their human resources, governments are making their public services more efficient. These innovations demonstrate the value of building reliable and inclusive digital infrastructure and developing the skills and competencies of public servants to design and deliver human-centred services, as stated in the OECD Recommendation on Human-centred Public Administrative Services (OECD, 2024^[27]). Yet this approach has several challenges. First, digitisation processes risk infringing users’ digital rights, especially in processes that involve the automation of decision-making. Second, digitisation risks excluding people who lack digital skills. Third, governments may struggle to find a balance between building innovations from scratch and using existing solutions, and therefore risk implementing suboptimal solutions. Traditional procurement processes may not be equipped to meet the modern needs of public sector organisations (Monteiro et al., forthcoming), and recruitment practices are limited in their ability to attract and retain innovative talent.

Good practices for using technology to boost efficiency:

- **Governments must focus on enhancing data accessibility and sharing within the public sector.** Many countries have laid the groundwork for data sharing, yet there is still significant room for improvement in using these systems effectively across all levels of government. Doing so will improve the potential of adopting automation across different sectors.
- **Digital innovations should be integrated within a broader regulatory framework that safeguards core democratic values,** such as transparency, fairness and accountability. Clear guidelines and guardrails are needed to protect citizens’ rights, ensuring that technology supports public trust and ethical governance, such as the G7 Toolkit for Artificial Intelligence in the Public Sector (OECD/UNESCO, 2024^[20]).
- **The automation of decision-making should be approached with particular attention to potential inaccuracies, biases, and unintended outcomes.** Testing and learning, engaging users, and building on top of past incidents — as done through OECD [AI Incidents Monitor](#) — are important to reduce risks and ensure that automation is implemented in a manner that reflects the interests of citizens and affected communities. To reinforce transparency and safety, governments should establish public registries of automated decision-making system and conduct algorithmic impact assessments.
- **Novel approaches to procurement and hiring can accelerate the adoption of innovations.** Instead of growing from zero the capacity needed, with more agile rules for innovation

procurement, governments can leverage external knowledge and find novel ways to bring it into the public sector, ensuring its value persists over the life of specific projects.

Case Study 2: Italy uses AI to sort citizen requests

In Italy, more than 22 million people receive their pensions and more than 25 million workers are insured through the National Institute of Social Security (INPS). One of the country's largest public service organisations, INPS had more than 20,000 employees and 448 territorial offices across the country as of 2022. It is one of the main points of contact between citizens and Italy's public administration, and one of the main channels that citizens use to communicate with INPS is certified emails.

When the COVID-19 pandemic drastically limited in-person visits, INPS employees saw a surge in digital communication via certified emails. Previously, employees handled these requests manually, sorting the emails by subject and forwarding them to the appropriate departments, a time-consuming process. With more than 500 services to manage, the sheer volume of requests left employees overwhelmed and citizens without timely answers.

To manage this surge in certified emails, the INPS has implemented a [cutting-edge robotic automation tool](#). Using AI and an innovative machine learning model, the tool is able to sort and classify web requests, enabling a much faster response time, and allowing public servants to better manage and prioritise urgent requests. With a focus on precision, more than two-thirds of emails are now automatically dispatched, with 80% accuracy.

Developed internally and following strict rules, the tool was developed to respect data sensitivity and to complement the work of employees. Its implementation has been gradual, with employees at the centre; there has been a robust and comprehensive onboarding process. The tool has successfully been implemented in 10 major cities and in medium-sized cities. Italy aims to deploy it across the whole country by the end of the year.

To further enhance the use of technology, INPS is experimenting with large language models (LLMs) to craft pre-written emails, accelerating and streamlining the communication process. This solution is paradigmatic of how AI technologies, such as robotic processing tools, are empowering governments to build stronger foundations and provide citizens with more efficient public services.

The tool has already treated more than 1 million requests, streamlining their processing, alleviating the workload of first-level operators and ensuring a more immediate resolution of citizen requests. At the same time, the tool is making it possible for employees to focus on emails that the technology struggles to label or handles incorrectly. As such, this innovation has not only facilitated the processing of emails, but it has also allowed the INPS to better allocate its human resources and to respond to citizen's requests in a timely manner, demonstrating how innovations can provide better value for money.

4 Trend 3: Personalised and proactive public services for accessibility and inclusion

Governments are working to make their public services more personalised and proactive to ensure that they not only meet people's needs but are also accessible, inclusive and empowering for diverse population segments, particularly vulnerable and disadvantaged people.

Sweden offers an example of this trend in the difficult process of navigating the array of administrative tasks required when a loved one dies. Public authorities worked together to create *Efterlevandeguiden*, or Survivor's Guide, a website that gathers essential information (from the Tax, Pensions and Social Insurance agencies, as well as from private and social partners, such as funeral homes) and walks survivors through the various necessary steps. Going beyond the conventional bundling of services, [Efterlevandeguiden](#) is built around empathy; it offers support services for dealing with trauma and loss and paying special attention to overlooked survivors, such as children or elderly. In 2023, some 384,000 people used the website.

This case in Sweden and others show that governments are moving away from standardised, one-size-fits-all approaches to public services that can stay below their full potential to serve people. In an effort to make services more accessible, inclusive and equal, governments are addressing challenges and barriers certain individuals may face in accessing public services. And they are tailoring services to meet the needs of diverse population segments and communities. Providing relevant, understandable and accessible services allows governments to build stronger relationships with citizens, earning their trust and stimulating their engagement.

Governments are taking innovative approaches to ensure public services are tailored to people's needs and preferences. Since its early stages, personalisation was intended to make the relationship between public services and users more direct, efficient and effective (Dijk et al., 2005^[35]). Yet challenges have emerged, in particular, when service providers have to deal with a wide range of needs. Instead of reducing inequalities, they might unintentionally widen the gaps among different user groups (Pieterse, Ebbers and van Dijk, 2007^[36]). Now governments are taking a structured approach to tackle these challenges, ensuring that proactiveness and personalisation efforts leave no one behind. Further, governments are harnessing the possibilities of technological infrastructures to building proactive public services, which do not require formal requests to be delivered, aiming at a user-friendly and frictionless interactions with users while contributing to improve services' effectiveness and impact through their increased uptake (McBride et al., 2023^[37]).

Governments are developing innovative public services to meet the needs of users in specific situations. This personalised approach aims to overcome traditional public service standardisation by driving accessibility and equity focusing on addressing the needs of specific segments of users. For example, in Serbia, [TransportSign](#) uses AI to make announcements available in sign language (see Box 4.1). In Brazil,

the [Izzistrit! Platform](#) provides personalised information on best mobility options for people with disabilities. And the U.S. is [streamlining post-disaster assistance](#) through the development of a simple solution that is responsive to the needs of the specific segment of population affected by a disaster (see Case Study 3).

Box 4.1. AI to assist deaf travellers (Serbia)

Deaf people can face challenges when trying to navigate cities and transportation centres, which generally lack information in sign language.

TransportSign uses AI to make spoken or written announcements available in sign language in real time on screens in cities, train stations, airports, etc. Digital avatars interpret the sign language on the screens to ensure accuracy and natural expression.

In Serbia, TransportSign is already in place at Belgrade's central station, and is being scaled up to interpret additional languages, significantly elevating its replicability potential. Deaf organisations have been involved in the design and deployment of this innovation, which fundamentally transforms urban mobility for the better, centring solutions around people's needs and making public services more inclusive.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Governments are increasingly organising services around peoples' needs, experiences and life events rather than around traditional administrative silos. This focus makes services more accessible and relevant and ensures that they address people's needs at important or complex moments such as life events (e.g. birth of child, death of a relative), business events (e.g. founding or closing of a company, paying taxes), critical experiences (e.g. pandemics, natural disasters), and thematic areas or life domains (e.g. household, automobile, professional life, resolving a dispute).

These efforts prioritise seamless, multi-channel solutions that put the individual at the centre of service delivery. These solutions reflect the fact that we live in an era where the distinctions between physical and virtual are blurred, and that services should be based on people's experiences and needs rather than on technology. This perspective has often been referred to as "post-digitality," and related innovations as "personal government" (Raieste, Ojamaa and Solvak, 2023^[38]). For example, in Norway, [DigiUng](#) aims to group all youth-related public information and services in one digital ecosystem across all sectors of society. In Estonia, the [events-based service platform](#) that can support users in various key moments of their lives, such as getting married, having a baby, becoming liable to national defence obligation or seeking funding for their business.

Governments are experimenting with behavioural science to design and deliver services that are more accessible and inclusive. These techniques enhance the understanding of diverse human behaviours, enabling governments to prevent unnecessary burden, and meet specific needs of persons and communities. By identifying and reducing the unnecessary frictions that impede decision-making and action, these methods can streamline services, making them more accessible and user-friendly (OECD, 2024^[39]). To support the use of these techniques, the OECD has recently convened the first [International Sludge Academy](#), offering guidance to practitioners on choosing experimental or observational methods to evaluate solutions in specific contexts. For instance, New Zealand set up a [government unit that integrates behavioural science and design thinking](#) to address complex needs more effectively, and Peru used behavioural tools to [reduce red tape in higher education](#) and to [improve the submission of accurate and complete complaints](#) to its intellectual property authority.

Moving forward

Developing more personalised public services can deliver value and ensure accessibility, inclusion, and equity. These innovations expand the possible options governments can take to improve user experiences and enable them to achieve their desired outcomes while using public services, as put forward by the OECD Recommendation on Human-Centred Public Administrative Services (OECD, 2024^[27]). Yet this approach has several challenges. First, customisation processes are energy-intensive; the more specific target groups are, the more these processes require commitment, investment and capacity to maintain them over time. Deciding the optimal degree of personalisation can be a challenge, as this also has implications on financial sustainability. Second, the lack of a common strategy can limit the ability of public services to adapt their solutions and thus provide more accessible, inclusive and equitable services. Developing customised solutions requires the coordination of all actors in the field. Third, personalisation could also stigmatise or devalue people and services, which could lead to the perception that access to the service is not universal. Finally, personalised solutions may not be easy to compare, and measuring their success may be more difficult.

Good practices for improving accessibility and inclusion:

- **Governments should embed proactiveness and personalisation efforts into broader people-focused initiatives.** Both approaches should be driven by the principle of universal and equal access to public services, ensuring these interventions do not (re)create inequalities among users.
- **Engage with people continuously.** From design and testing to implementation and finally evaluations, users should be at the centre of personalised services. Engagement must be accompanied by transparency and accountability measures, connected to decision-making aimed at improving services, and reinforced by efforts to build capacity in the engaged communities to enable their meaningful participation.
- **Balance personalisation with realistic cost and time considerations.** Setting up successful solutions to address specific user needs is resource-intensive and requires sustained workforce commitment. Governments should thoroughly evaluate these factors to avoid partial implementation or unsustainable personalisation initiatives.

Case Study 3: The U.S. personalises assistance for natural disaster survivors

In the wake of a disaster, survivors are often traumatised and overwhelmed by their search for support to meet basic needs, rebuild their lives and reopen their businesses. In the United States, an increasing number of people are affected by natural disasters each year; the country saw some 311 disasters in 2023, up from 108 disasters registered 10 years ago. Recognising a whole-of-government need to more strategically and effectively serve the public, the Biden Administration directed agencies to co-develop solutions for Americans during critical moments, and provided the foundation for a dedicated Recovering from a Disaster team and portfolio of work.

The Federal Emergency Management Agency (FEMA) and a cross-government team of experts are reimagining the ways disaster survivors apply for and receive assistance. They are working to [simplify the assistance application process](#), reduce administrative burdens for survivors and make the post-disaster assistance website, DisasterAssistance.gov, more intuitive.

The cross-agency Recovering from a Disaster team set out to identify pain points, design targeted interventions and implement them in a phased approach. The initial discovery work consisted of compiling years of feedback from disaster survivors and conducting interviews. Interviews targeted 43 disaster survivors (including low-income renters and homeowners, new immigrants, veterans and people with disabilities) as well as frontline staff and government/nonprofit staff to guarantee that diverse voices were heard. From this discovery research, the team was able to map out a comprehensive service journey, uncovering difficulties for survivors when seeking out assistance.

These challenges informed the Streamlining Disaster Assistance Processes project, a coordinated effort to streamline intake on DisasterAssistance.gov and FEMA call centres. This project made the online platform easier to navigate, with visual progress tracking and information collection that better meets each survivors' individual needs. For most disaster survivors, these changes are expected to reduce the registration time by more than 15%. The project also streamlined non-application pages on DisasterAssistance.gov, allowing survivors to find assistance faster, and built a framework for data sharing between government agencies, so survivors only have to share information once.

In addition to that project, the team also leads initiatives to help agencies more holistically support survivors. The Building a Trauma-Informed Care Approach project provides public servants with resources and training to improve interactions with survivors. The Calculating a More Holistic Burden Estimate initiative provides a tool for agencies to anticipate hurdles survivors face when seeking assistance, and pinpoint ways to reduce stress and burden. These solutions have been implemented gradually, with a clear concern for user testing on the ground and public-share outs of results ensuring continuous feedback loops. By reducing the burden of applying for disaster assistance, more eligible people can access the recovery funding they need.

5 Trend 4: Data-powered public services for better decision-making

Governments are drawing on traditional and non-traditional data sources to guide public service design, implementation and improvements. They are increasingly using experimental tools to help them navigate highly complex and unpredictable environments.

Following a series of flash floods in 2011, Singapore began to create a 3D map of the city-state. The world's most densely populated nation, Singapore wanted to identify the areas most at risk of flooding and make better use of its land. Launched in 2014 and completed in 2022, [Virtual Singapore](#) is a 3D digital model of Singapore that uses real-time and topographical data. It is a digital twin of the city-state and the first digital twin of a country. This tool also facilitates collaboration among government agencies, utility companies and other stakeholders, enabling informed decision-making and resource allocation. Additionally, real-time data integration enhances emergency services' response planning and improves transportation efficiency. This innovation offers immense value in enhancing urban planning, infrastructure management and disaster preparedness. It allows decision-makers to optimise land use, assess flood risk and manage underground utilities more effectively, harnessing the power of granular evidence to support better public services.

Governments are moving beyond the use of traditional data sources, such as internal records, official statistics and surveys, which have certain drawbacks, such as infrequent updates, narrow scopes, self-reporting bias or inconsistent coverage (Bertoni et al., 2023^[40]). Service performance data has been lacking or under-utilised and was not used in decision making. Rather, data was often used afterward as a control factor (Maciejewski, 2016^[41]). The ability of traditional data sources to inform decision-making was limited and therefore limited public services' agility: their ability to improve, quickly learn from feedback, integrate knowledge and change to better respond to people's needs.

Governments increasingly explore and use new data sources, including experimentation and simulations, to improve their service design, management, delivery and evaluation. These data insights allow better management of services throughout their lifecycle. Developing administrative and technical structure to obtain actionable and usable data can enable real-time and distributed and iterative service evaluation (Höchtli, Parycek and Schöllhammer, 2015^[42]). Notable examples of novel approaches that support decision-making to improve public services are Türkiye's [Public Services Monitoring System](#) (see Box 5.1) and Togo's [Embedded Evidence Lab](#), which aims to optimise the use of collected data to assist public decision-making and to make social protection programmes more effective.

Box 5.1. New tools for a comprehensive view of public services (Türkiye)

In Türkiye, the Bağcılar Municipality wanted access to comprehensive data to better evaluate and make more informed decisions about its public services. It therefore developed and implemented an Algorithmic Decision Systems model, which incorporates the results of performance indicators, efficiency reports and citizen satisfaction to provide a comprehensive view of public service delivery.

Intended to evaluate public services to maximise the value proposition and satisfaction level at the minimum cost, this model enables the municipality to make decisions regarding the investment worthiness of its current and planned services and activities, as well as the direction of improvements needed in existing products and services, both in the eyes of stakeholders and the organisation.

This new tool allows the Municipality to better manage and improve the provision of public services. Using reliable and cost-effective data collection methods, public managers are now able to evaluate their services based on data and to enhance evidence-based policy and data-driven evaluation. Last year, the project achieved a 95% compliance in the implementation of planned projects and conducted 1,211 audits for the provided services resulting in more than 14,000 improvement actions. This innovation is an example of how evidence-based approaches are supporting decision-making processes, as well as to monitor changes to improve the quality of services at the municipal level.

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Non-traditional and unstructured data sources, such as sensor, satellite imagery and big textual data, enable governments to obtain richer, real-time insights that complement existing monitoring mechanisms and reduce time lags associated with conventional feedback loops. Among the relevant innovations in this area are the United Kingdom's [InnOvaTe Programme](#) (see Box 5.2), which uses some 3,000 sensors and a centralised data hub to monitor different public spaces and services; Korea's [approach to IoT](#) (see Case Study 4), focusing on mobility and pedestrians' safety; and, Sierra Leone's Integrated Geographical System Portal ([IGIS](#)) cross-sectoral spatial data infrastructure, which helps the government implement policies and interventions towards the Sustainable Development Goals. In Singapore, whole-of-government platforms for the [analysis of unstructured textual data](#), which use natural language processing tools, [speech-to-text transcription](#) and [video analytics](#), make it possible for every public servant to analyse and make sense of non-traditional data.

Box 5.2. London's InnOvaTe uses sensor data as a monitoring device (United Kingdom)

Five London local authorities sought to harness the capabilities of Internet of Things (IoT) technology to enhance the management and delivery of public services. Their overarching goal was to leverage data to drive healthier, safer and more organised neighbourhoods for residents, local businesses and council services alike. Through InnOvaTe Programme, they deployed more than 2,900 sensors for a wide range of scenarios (47 trials) collecting real-time data sets that enable the monitoring of various public spaces and services. The IoT Data Platform, which serves as a centralised hub for aggregating data streams, simplifies data management and facilitates the generation of actionable insights.

The collected data has helped local authorities make decisions about transportation, facilitate early flood warning systems, and monitor underutilised buildings to mitigate antisocial behaviour. Indeed, the impact of the InnOvaTe Programme has been substantial, with notable achievements such as saving lives and significantly reducing incidents of fly-tipping. A key factor of the programme lies in its user-

centred and community-driven approach. Through robust engagement strategies involving relevant users and community groups, ongoing feedback is collected to ensure that the data insights remain aligned with the needs of the population. Furthermore, the programme promotes broader adoption of proven solutions by offering free API connections and external messaging capabilities to community groups. This incentivises wider participation and leads to broader societal impacts

Source: OPSI Call for Innovations in Public Services 2024 – [Case Study Library](#)

Governments are using open data initiatives, which foster transparency, accountability and citizen engagement, to improve public services. By sharing data on service performance and policy-relevant activities, governments allow citizens, researchers and businesses to access valuable information that can drive innovation and improve service outcomes. Open data allows for a collaborative approach to problem-solving, where external stakeholders can contribute insights and solutions based on real-time, accessible data. Open data platforms can help track the efficiency of public transportation systems, monitor environmental quality or evaluate the impact of social programmes. Examples such as Mexico City's [Open Data Portal](#), Czechia's [Data KHK](#) and France's [PILOTE](#) demonstrate how releasing government data can enhance information accessibility and transparency, and lead to more data-driven decision-making processes that improve public services.

Governments are increasingly using experimentation to improve public service delivery and decision-making. This allows public institutions to create new design approaches, test hypotheses and prototypes, and assess the impact of different interventions in controlled environments (such as pilots, testbeds and innovation labs) before implementing them on a larger scale. For instance, the United Kingdom's [What Works Network](#) has been instrumental in evaluating social programmes through randomized controlled trials (RCTs) to inform policy decisions in areas such as education and crime reduction. In the United States, Los Angeles initiated [BIG:LEAP](#), a Universal Basic Income pilot intended to break the cycle of intergenerational poverty, and measured the programme's effects through RCTs. Portugal's [Public services as living lab](#) initiative has helped to transform real-life public services into safe spaces that engage public servants, citizens and researchers and can be used to explore, prototype and pilot in successive loops potential new solutions to improve public services. Additionally, Canada's [Experimentation Works](#) initiative has showcased experiments that allow public servants to develop and execute projects with support from experts, fostering a culture of evidence-based governance through iterative learning and open sharing of results.

Governments are also adopting simulations, such as digital twins, which allow them to explore risk-taking or even disruptive initiatives to service design and delivery, while controlling costs and creating a learning environment, as Singapore has done. Digital twins can simulate a variety of relevant social activities and can thus inform public services. For example, they can be developed to avoid traffic congestion or simulate emergent social segregation, and they can represent the complexity of these systems (Caldarelli et al., 2023^[43]). For example, the [digital twin of Patras](#), Greece, which provides analysis, citizen feedback data and advanced technologies, represents a comprehensive approach to urban management and decision-making (Gkontzidis et al., 2024^[44]). In Spain, [Barcelona has adopted a digital twin](#) to assess the proximity of services and facilities, and help plan and design metro lines.

Moving forward

The OECD Recommendation on Human-Centred Public Administrative Services puts forward that by making dedicated efforts to collect and analyse data, governments can obtain a holistic and inclusive view of public services that is crucial to their continuous improvement (OECD, 2024^[27]). However, implementing these innovative data-driven approaches in public services can face several challenges. First,

governments may not have the know-how and skills necessary to effectively harness and interpret complex data sources, such as sensors and satellite imagery. Second, changes in political leadership risk disrupting the continuity and sustainability of these initiatives (especially when they are set up as pilots). Finally, transparency and open data initiatives can complicate government efforts to ensure data privacy and security. By fostering a culture of continuous learning and adaptation, leveraging experimental approaches to evidence-based decision-making, governments can overcome these obstacles.

Good practices for harnessing the power of data:

- **Governments should tie data and innovations to the decision-making process in systematic, usable and actionable ways.** Public organisations can approach the ongoing monitoring and evaluation of services with a view of ensuring continuous improvements based on evidence. For instance, the use of non-traditional data sources and techniques, such as open and publicly available digital footprints (e.g. social media), or the real-time display of structured information to provide decision makers usable data offers promising paths for public organisations to explore.
- **Engaging with people is crucial and the datafication of public spaces and decision-making should not overlook users, who are the origin of data and are impacted most by the decisions.** Users may not accept innovations that do not take them into account, which could compromise their trust in public organisations.
- **Robust policies and infrastructure are needed to balance transparency with the protection of sensitive information.**
- **Governments should make targeted and dedicated investments to measure results and impact of innovations.** It is important that new evidence on services includes information on service quality and user satisfaction, and that it is leveraged to understand cost-benefits of innovations, the return on investment for government and value for money.

Case Study 4: The Republic of Korea uses IOT to improve urban mobility

In the Seongdong District of Seoul, South Korea, public transportation services had deteriorated due to extreme climate events, including severe temperatures and fine dust, which made public transport unsafe and unattractive. Previous attempts to address these issues (such as sun shelters and wind-blocking bus stops) often lacked a coordinated strategy and resources, which hindered their impact.

To respond to these issues, Seongdong District turned to the Internet of Things (IoT) – a network of interconnected devices that collect and exchange data through internet – and non-traditional data sources to enhance transportation services and pedestrian safety. It introduced [Smart Shelter](#), futuristic bus stops that run on smart technologies and collect data for 24-hour real-time monitoring of traffic information, temperature and air quality. Smart Shelters are also equipped with smart services and safety systems, such as intelligent CCTV and an emergency bell. The features and information collected allow public authorities to respond immediately in the event of an emergency, for example.

To ensure that Smart Shelter met people's needs, Seongdong District asked residents to participate in a Living Lab – a participatory platform that collects citizens' ideas for improving services – and to share their ideas for upgrading the existing bus stops. During co-design sessions, residents identified service gaps, and suggested ideas and designs for transportation services according to their needs.

Seongdong District has installed 52 Smart Shelters and plans to add more, which would expand the service beyond 2.09 million users annually. The Smart Shelters have led to a decrease in traffic accidents and a decline in crime rates, demonstrating how the innovation can make residents safer. Furthermore, residents gave Smart Shelters a 95% satisfaction rating.

Smart Shelters have received international media coverage and inspired more than 20 local governments to adopt similar initiatives. Adopting new features such as solar panels, an uninterruptible power supply and revenue from advertisements, the innovation is gradually becoming self-sustainable. Efforts are also being made to make the shelters more inclusive, automated external defibrillators (AEDs) will be installed for improved safety, along with hearing loops to assist the hearing-impaired.

6 Trend 5: Public services as opportunities for public participation

Governments are reframing public services as public spaces where citizens can collaborate to develop solutions, exercise civic participation and keep governments accountable for upholding democratic values, such as openness and inclusion.

Madrid applied this approach when it wanted to tackle elderly loneliness and the digital gap among its residents over 65 years old. The Spanish capital created the [Voluntariado Digital programme](#). Home to 700,000 people over the age of 65, of whom 200,000 live alone, Madrid had noticed the low uptake of digital services in this age group, which was particularly vulnerable during COVID-19 pandemic. Building on the Madrid Digital Capital strategy and the [Madrid te Acompaña](#), volunteer network (created during the pandemic to alleviate elderly loneliness), this initiative focuses on digital inclusion of some of Madrid's most vulnerable citizens and helps them become more autonomous in using digital services, improving digital literacy of the elderly. Still in its first year, the programme has been implemented in 12 of 91 community centres, which give the project a strong foundation and long-term perspectives. This community-based solution using volunteering to help elderly with digital services embodies a model of continuous, close, participatory and preventive care, showcasing how governments are championing community-based approaches to public services. These efforts not only pre-emptively address people's needs but also cultivate more resilient and sustainable service frameworks.

Like Madrid, other governments are also moving away from transactional interactions and towards dynamic and collaborative partnerships. Public services are increasingly seen spaces that can be built by the people for the people, that can allow citizens to become active and that uphold democratic values. Public services are not only being built on rights-based approaches, but also happen to be enablers and activators of such rights (Voorberg and Bekkers, 2016^[45]). This transforms the relationship between citizens and their government: people are no longer passive recipients of public services; they are now active contributors with the power to shape those services.

These efforts occur against a backdrop of eroding public trust, driven by perceptions of governments as inefficient, lacking integrity and transparency, and unresponsive to people's needs, particularly among groups under vulnerable and disadvantaged conditions (OECD, 2022^[46]). To address these challenges,, governments are leveraging innovation to transform service design and delivery into more inclusive, responsive and participatory processes. By building an alternative to the linear relationship between users and services, governments are putting citizens in the driver's seat (Hardyman et al., 2021^[47]).

Governments are embedding community-based approaches, participatory practices and human rights approaches in the design and delivery of public services. These innovations represent a path for broadening the meaning of public services, promoting civic values and reinforcing trust and democracy. By treating public services as public spaces, governments can strengthen democratic institutions and norms, and reinforce the link between citizens and their public institutions (Bianchi, Nasi and Rivenbark, 2021^[48]). These initiatives also help to shape and protect the civic space as a whole, including civic freedoms and information environments. This creates the conditions for public service reforms:

strengthening public participation in the process; and moving towards more inclusive, accessible and people-centred public service design and delivery (OECD, 2023^[49]).

Governments are working with communities to understand their needs, establish relationships and local presence, and to build better public services, reinforcing trust. Governments are partnering with third-sector organisations rooted in communities to create services that are more responsive, personalised and culturally sensitive. With this approach, services address specific community issues effectively; services are not only more accessible and relevant but also empower communities, enhance legitimacy, trust, and promote civic participation. For example, in Italy, the [Social Welfare District](#) promotes a new model of local welfare, in which public actors, businesses and third-sector organisations collaborate to respond to local needs. In France, relevant work has been conducted to [augment public services](#) through the broad engagement of stakeholders (see Case Study 5). These initiatives also showcase a sensitivity to public services as commons, spaces of collective ownership and collective responsibility. These solutions promote non-market logics and reframe power relationships, taking a territorial and local approach (Meroni and Selloni, 2022^[50]), and have been able to create value in many fields, such as energy (as demonstrated by the organisation of communities in projects like [REScoop.eu](#)), and education and care (for instance through childcare associations).

Governments are increasingly adopting rights-based approaches to public service design and delivery, making efforts to integrate principles, such as non-discrimination, equality and empowerment, into how services are designed and delivered. Several countries have developed policy guidance to ensure public services actively promote core democratic values. For instance, Portugal has established [Guiding principles for a Human Rights based approach on public services](#) in Portugal, and New South Wales, Australia has implemented a [Multicultural Servicing Strategy](#) (see Box 6.1) to develop human-rights approaches to addressing changes in demographics and in users' needs. In addition to policy guidance, some countries are focusing on training civil servants to better understand and implement these principles. For instance in Ukraine, the United Nations Development Programme (UNDP) has organised [training sessions for civil servants](#). These sessions aim to help officials develop the skills needed to pay attention to the rights and interests of each individual and to protect them effectively.

These initiatives reflect governments' broader shift towards enhancing civic and democratic values through public services. Rather than viewing public services as mere transactions, governments are now using them as tools for transparency and as opportunities to build people's trust and strengthen democracy. For example, in Chile, the government has made efforts to transparently inform citizens about [public service programme monitoring](#). That includes Chile's initiative to provide citizens with [personalised reports](#) on the total amount of taxes they contributed the previous year and how those taxes were spent. In Finland, the discussion on [democratic encounters](#) highlights how public services are crucial in these moments and situations when democratic values are made concrete. A principled approach should therefore be taken to develop them.

Box 6.1. A Multicultural Servicing Strategy to meet diverse needs (Australia)

In Australia, the government of New South Wales (NSW) has implemented the Multicultural Servicing Strategy (MSS) 2023-2025 to provide services that are inclusive, respectful and culturally sensitive for the state's diverse population, putting human rights at the heart of its services. The Strategy sets out to implement 22 concrete actions (such as translation services, increasing face-to-face community engagement to provide relevant information and collecting data) to adapt and improve current products and services to CLAD communities.

Building on previous initiatives, the MSS incorporates new approaches to cater to the changing demographics and needs of NSW's diverse communities, specifically migrants, refugees, and culturally

and linguistically diverse (CALD) communities. The Strategy emphasises embedding cultural competence and inclusiveness in service delivery, investing in language services to overcome language barriers, and creating welcoming and inclusive environments.

The Strategy is set to be reviewed biennially to ensure it remains up-to-date and relevant to the evolving needs of CALD communities. This innovation stands out as an example of how governments are incorporating rights-approaches in their systems to improve access and quality of government services for their population, especially for those most vulnerable.

Source: [NSW's Multicultural Servicing Strategy 2023 - 2025](#)

Moving forward

By embedding community-based methodologies, participatory practices and human rights approaches into public services, governments can foster greater civic participation, enhance service responsiveness and rebuild trust in public institutions. These innovations support the objective of the OECD Recommendation on Human-Centred Public Administrative Services to empower users and to participate in the design and delivery of services (OECD, 2024^[27]). This paradigm shift promises more transparent, accountable and inclusive governance, ultimately strengthening democratic values and empowering citizens to actively shape their communities. As governments continue to innovate, the transformation of public services into dynamic public spaces holds the potential for profound societal impact, promoting a more equitable and participatory democracy. Governments seeking to implement this approach of building public services as public spaces may face several challenges. First, both public institutions and communities will have to navigate this cultural shift, embrace new participatory models, overcoming scepticism and resistance to change. Second, governments may find legal or regulatory barriers that require obstacles, requiring amendments or new policies to support novel institutional arrangements. Finally, maintaining transparency and accountability while fostering increased citizen participation is crucial to preventing potential drawbacks, such as inefficiency or decision-making delays. To fully realise this potential, policymakers should consider the useful lessons springing from these cases.

Good practices for expanding democratic spaces that build trust:

- **Governments' efforts should acknowledge that shifting organisational culture and perspective takes time and commitment.** Current public service approaches are the result of decades or centuries of activity. Change must come from many different directions (e.g. trainings, incentives, engagement).
- **Governments should foster a culture of co-creation and distributed ownership.** They should encourage public servants to view citizens, business and organisations as partners in service design, delivery, implementation and evaluation, rather than just end-users. Recognising the important knowledge they can bring to the table is crucial.
- **Transparency is of utmost importance and is essential to building citizen trust in government.** This can be achieved by offering both virtual and in-person access to all relevant information about how public services are designed and delivered.

Case Study 5: France involves the public to improve its public services

The COVID-19 crisis highlighted how citizen-led initiatives can significantly enhance public services, notably in the field of public health, where citizen-led projects often proved to be more effective than public services. Yet at the time, there was no public support system for these innovative initiatives. In France, the government wanted to strengthen cooperation between the state and people (citizens and organisations) on digital commons projects that serve the general interest and that augment public services.

In 2021, it launched the [Accélérateur d'initiatives citoyennes \(AIC\)](#), or Citizen Initiative Accelerator, which invites people to take a leading role in improving public services, collaborating to evaluate them and identifying opportunities for improvements. In its latest edition, the initiative selected four standout projects from civil organisations. The teams behind these projects received personalised coaching and support to navigate public administration and opportunities to develop concrete use cases within government agencies that can benefit from their digital commons.

This innovative process of engagement of the public resulted in the development of impactful solutions. For instance, Open Food Facts is an app that provides nutritional information on more than 3 million food products. Currently being developed in partnership with the French Health Ministry, the app allows consumers to scan products and receive all relevant information. Powered by consumers themselves, it is also helping researchers to understand consumption habits. Another example is Pyronear, an early fire detection technology for forest areas. Using open data, the project is training an open-source algorithm to detect an early stage fire and send a notification to local authorities. The solution is currently being tested with the French Interior Ministry and local authorities.

AIC helped promising civil projects to grow and refine their digital commons, and allowed public administration to adopt and integrate innovative digital solutions developed by the community. Innovations like AIC can have great impact and help improve service quality. The repositioning of the initiative to focus on digital commons — taking advantage of voiced political interest in the topic — has ensured its centrality and relevance, and given it a privileged position to continue thriving. This participatory approach demonstrates the government's commitment to rethinking public services as spaces where citizens can exercise their rights and voice their opinions.

7 Conclusion

Governments are making significant efforts to develop innovative solutions to improve public services. Governments, from front-line staff to the highest level of public administration, increasingly recognise the importance of focusing on people's needs, experiences and expectations to design, develop and implement services. This focus enables them to build human-centred public services (OECD, 2024^[27]). This report identified five emerging trends that demonstrate the potential of innovation in driving public services towards this goal.

The potential of these emerging trends in innovation in public services is transformative, promising a future where public services are more resilient, efficient, inclusive, data-driven and empowering for citizens. If these trends become the norm, governments will be able to deliver public services that are:

- **Resilient and forward-looking:** Governments will work with users and stakeholders to anticipate future needs and co-design solutions, creating public services that are flexible and responsive to change. By leveraging collective intelligence and employing future-oriented techniques, public services will be guided by a clear, shared and future-proof vision, ensuring their relevance and effectiveness in a rapidly evolving world.
- **More efficient, thanks to purpose-driven technologies:** Governments will use technology to enhance the underlying machinery of public services, leading to greater efficiency and adaptability. Strong technical infrastructure and human resources capable of embracing innovation will ensure that public services benefit from novel solutions and can create value for citizens driving successfully through quickly evolving technological landscapes.
- **Personalised, proactive and inclusive:** Governments will make their public services more personalised and proactive to ensure that they not only meet the needs of but are also accessible, inclusive and empowering for diverse population segments. People (citizens, businesses and organisations) will be at the centre of service design and enjoy cross-channel and seamless solutions that leave no one behind.
- **Guided by data:** Governments will enhance the design, management, delivery and evaluation of public services through the strategic use of non-traditional data sources, experimental approaches and simulations. People will enjoy accurate, timely and effective public services that are closely aligned with their needs and behaviours.
- **Empowering people and building trust:** Public services will be opportunities to allow citizens to be active contributors rather than merely service recipients. By adopting community-based methodologies, participatory practices and human rights approaches, governments will reinforce public participation and democratic values. This will build trust and empower people, fostering a collaborative environment where citizens feel a stronger connection to public institutions and have a direct hand in shaping them.

Promoting human-centred public services, these trends highlight how governments are addressing societal challenges to navigate volatile, uncertain, complex and ambiguous environments — all while delivering valuable public services. These trends illustrate how public services are evolving into dynamic, interactive platforms that not only meet peoples' immediate needs but also engage them in anticipating future scenarios and the continuous improvement of services. Public services are evolving beyond simple

transactions between government and citizens. Their significance grows with the development of new institutional structures, the involvement of previously excluded actors, and the formation of novel relationships between government and citizens. This transformation seeks to strengthen democratic institutions, increase public trust, and create a fairer and more participatory society. In this context, innovation is the key means by which governments can meet their challenges, remain relevant and deliver high-quality services.

This report offers a pathway for the future of public services. The Recommendation on Human-centred Public Administrative Services (OECD, 2024^[27]) outlines how future public services should look if they are to create value amid technological changes, shifting public preferences and increasingly complex governmental ecosystems. Building on current practices, this report showcases innovation as a key tool for governments to build public services that are more responsive, seamless, inclusive and collaborative. This report builds on the direction set by the Recommendation, examining how governments are translating its principles into action through innovative practices that redefine what's possible in public services.

The OECD is committed to supporting governments in public sector innovation. Public services are where government policy meets people, where it becomes tangible and creates benefits. Innovating in this field means exploring how novel approaches, tools and solutions can be adopted to create direct value for people. To support governments' strategies, approaches and interventions in this area, the OECD is providing strategic guidance for innovative approaches to improve public services, with the Recommendation being a major example of this effort. Further, the OECD is supporting governments in identifying and engaging with emerging practices in public service innovation and facilitating knowledge sharing, helping the public administration access key information and expertise, such as this report. Finally, the OECD is helping governments build capacities through the exploration, experimentation and implementation of innovative approaches to public services, working on the field to develop the governance, resources and skills to lever innovation for human-centric public services.

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Annex A. Research protocol and data sources

Over the past seven years, the OECD has been collecting and analysing thousands of case studies to detect new global trends in public sector innovation. With its annual Calls for Government Innovations and research initiatives, the OECD has amassed one of the largest collections of public sector innovation case studies worldwide: the OPSI [Case Study Library](#).

Since 2017, the OECD has published [12 reports](#) that offer comprehensive insights into the evolving landscape of government innovation, identifying emerging trends and delving into specific themes, with reports including [Innovative Responses to the COVID-19 Crisis](#) and [Cross-Border Government Innovation](#) (OECD, 2021^[51]). Building on this extensive experience, this report presents the results of the 2024 Call for Government Innovations, which focused on public service innovations, and the associated research.

The 2024 Call for Government Innovations received 650 submissions, which the OECD complemented with 150 cases collected through desktop research. This wealth of information – from 83 countries, encompassing all levels of government and most of its functions – was framed and analysed through a specific framework for innovation in public services. This framework builds on the OECD definition of public sector innovation — “implementing something novel to the context in order to achieve impact” (OECD, 2017^[52]) — to assess the quality of government efforts. This framework sheds light on four dimensions of each case:

- **Novelty:** How is the innovation a departure from existing practices? How does it address a challenge (e.g. mobility, air pollution, etc.) with a new solution? Does it cope with uncertainty and complex problems for which a ready-made solution does not exist yet or needs to be revamped or adapted?
- **Value-creation:** How does innovation create public value? Does it boost people’s satisfaction with a public service (e.g. making it more accessible, less costly, etc.) or improve the perception of government responsiveness and reliability? What are the overall benefits to society (e.g. reduced traffic congestions)?
- **People-centricity:** Are people (citizens, businesses or organisations) involved in the innovation’s design, delivery, implementation or evaluation? How are their needs and expectations accounted for and integrated?
- **Applicability:** How is the innovation implemented, iterated and scaled up? How is the innovation’s sustainability ensured? How will it be improved upon and adapted over time?

By collecting case studies and analysing them through these four dimensions, this paper intends to identify the most significant directions governments are taking to innovate public services. Data patterns among the cases were identified using both iterative clustering and qualitative analysis:

- Case studies were aggregated around significant, emerging themes adopting a bottom-up procedure close to **data clustering**. This started with 82 tags and evolved towards alternative sets of 8-12 clusters that were contrasted and consolidated iteratively.
- As a complementary approach (and a controlling procedure), case studies were classified and verified in accordance with guiding topics, using a top-down procedure close to **axial coding**. The first step was to define key concepts, such as the pillars of the recently adopted OECD Recommendation on Human-Centred Public Administrative Services.

This dynamic process involved identifying and verifying potential trends through successive iterations, providing analysts the necessary flexibility to explore, validate and consolidate the results while keeping them anchored in a robust empirical base. By cross-checking potential trends against the Recommendation, the OECD was able to explore how governments are translating its principles into action through innovative practices. To further detail the methodological aspects of trend identification and analysis, a dedicated paper is under development (Monteiro & Parazzoli, forthcoming).

In addition to the comprehensive data collection and analysis, interviews were conducted to obtain more detailed accounts and additional information related to the four dimensions of the framework. The 10 interviews, including two written responses — from Norway, Korea (2), Portugal, Spain, Sweden, the United States, France, Italy and Ireland — provided valuable context and nuanced understanding, enhancing the robustness of the findings.

OECD Public Governance Reviews

Global Trends in Government Innovation 2024

FOSTERING HUMAN-CENTRED PUBLIC SERVICES

Governments worldwide are transforming public services through innovative approaches that place people at the center of design and delivery. This report analyses nearly 800 case studies from 83 countries and identifies five critical trends in government innovation that are reshaping public services. First, governments are working with users and stakeholders to co-design solutions and anticipate future needs to create flexible, responsive, resilient and sustainable public services. Second, governments are investing in scalable digital infrastructure, experimenting with emergent technologies (such as automation, AI and modular code), and expanding innovative and digital skills to make public services more efficient. Third, governments are making public services more personalised and proactive to better meet people's needs and expectations and reduce psychological costs and administrative frictions, ensuring they are more accessible, inclusive and empowering, especially for persons and groups in vulnerable and disadvantaged circumstances. Fourth, governments are drawing on traditional and non-traditional data sources to guide public service design and execution. They are also increasingly using experimentation to navigate highly complex and unpredictable environments. Finally, governments are reframing public services as opportunities and channels for citizens to exercise their civic engagement and hold governments accountable for upholding democratic values such as openness and inclusion.



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