

Recommendation 4

(Regarding societal, business and public sector needs):

The qualitative approach of SONNETS to identify societal and public sector in the four countries of the consortium has shown both the **heterogeneity in the perception** as well as some level of convergence regarding a limited number of needs. These **shared priority needs** are 'inclusive well-being and health', an 'increase in the resource productivity within the public sector', the pivotal role of 'human capital' and also the need for 'political participation' of the citizens. We would thus recommend starting European-wide actions to deal with these shared needs.

- **Coordination:** with the private sector that, due to the shrinking of public budgets, is playing an increasing important role in the provision of services of public utility.

As it is possible to note from the situation depicted above, the complexity of the issues to be solved goes well beyond what a technological solution may offer. In this respect, **technology should be considered as one ingredient of a more elaborated recipe.**

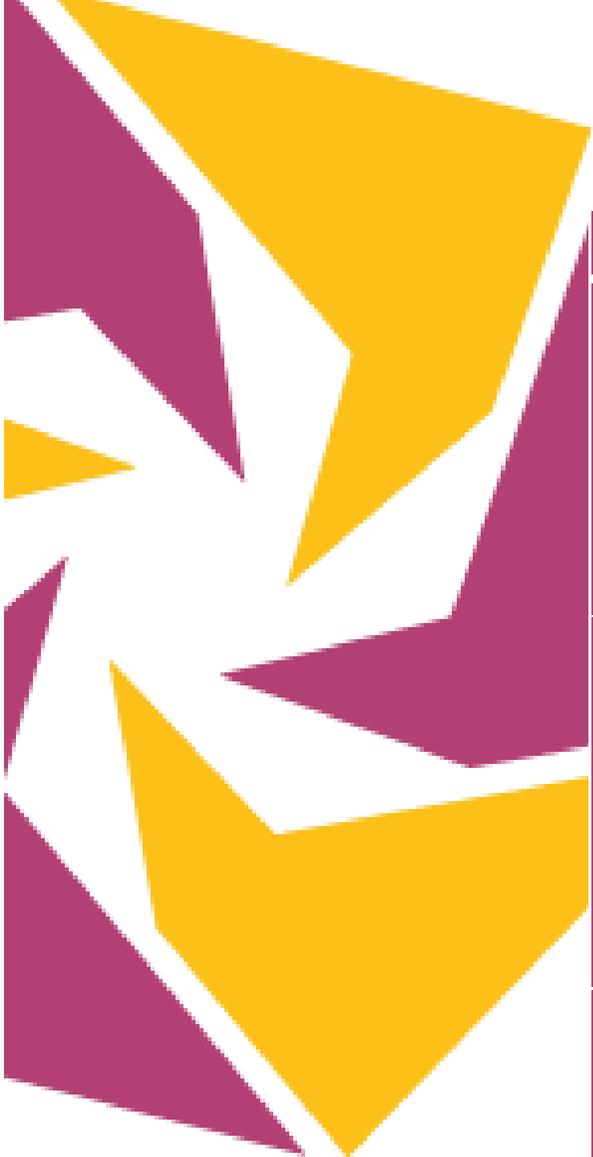
Finally, **human capital** was clearly identified as a core and cross-country issue for a successful implementation from both the demand and the supply side of public sector innovation. In this respect, any technological implementation should aim at being transparent to stakeholders both inside and outside the public sector. In other words, the innovative solutions should try to hide their complexity in order to reduce internal resistance to change and to promote an easier and widespread adoption among potential external users.

To summarize the results of the SONNETS activities regarding the identification of societal, business and public sector needs, it is helpful to consider two different points of view. The first point of view may be situated outside the public sector and combines the perspectives of citizens, businesses and non-governmental organisations (NGOs). Such stakeholders would like to see the process of public sector innovation unfold along three main dimensions:

- **Simplicity:** of laws and regulations, of interfaces for the interaction with the different public agencies.
- **Accountability:** in terms of response times (a key factor in mission and life critical processes) and of allocation of scarce public resources
- **Inclusiveness:** to balance social inequality and for the engagement of local stakeholder in the definition of policy priorities.

The second point of view, instead, may be positioned within the public sector and proposes the following key dimensions as a compass to orient the process of public sector reform:

- **Meritocracy:** through the creation of incentive systems for employees to shoulder the risk connected with innovation activities as well as through the implementation of performance-based reward systems.
- **Agility:** promoted through an injection of fresh energies in the form of new and young personnel as well as through an ambitious training program for older workers.



STAKEHOLDER	KEY PRIORITY NEED
INDIVIDUALS/SOCIETY	Inclusive well-being and health
	Faster access to public services
	Political participation
	Education & training
	Paperless state
BUSINESSES	Easy access to public sector information
	Stimulate an entrepreneurial and start-up culture
	Access to funds
	Simplifying recruitment procedures
	Talent acquisition and retention
PUBLIC SECTOR	Increase resources productivity
	Employees remuneration and incentives
	Improve access to public services
	Civil servants as a community of change
	Recruitment and training

Key Priority Needs in the four countries of the SONNETS consortium (Spain, Italy, Greece and Germany)