PUBLIC SECTOR INNOVATION NATIONAL FRAMEWORKS

Introduction

Scope of the Study

The main objective of the national studies is to map and evaluate the state of Public Sector Innovation (PSI) in each of the four countries.

The national consultants will use various research methods, including engaging with public servants and leaders, conducting desktop research, requesting surveys, and reviewing relevant documents. They will synthesise this information into clear and accessible formats. The outputs produced from these studies will serve as the foundation for the next steps of this project and could potentially inform PSI strategies for the four countries.

Recognising that each context will be different, this document aims to provide guidance for the consultants and ensure consistency for the sake of comparability across the four countries. However, each consultant is encouraged to develop their own approach based on local insights.

Proposed Study Methodology

This document outlines the key questions that the mapping exercise should address within each section. These sections correspond to the chapters in the PSI Trends Report, and consultants are encouraged to refer to that document for additional context and information.

The sections are not presented in a strict chronological order, as certain lines of inquiry may overlap across different phases. For example, a single research activity—such as interviewing a public servant—may address multiple lines of inquiry from different sections. Similarly, reviewing one document could provide insights relevant to several areas of investigation. Consultants are therefore encouraged to design their research plans with this overlap in mind to ensure an integrated and efficient approach.

Section 1: Understanding PSI at the National Level

In this section, the lines of inquiry offer a snapshot of PSI at the national level. The goal is to understand if and how PSI is referred to and spoken about locally, what kinds of innovation are happening, and what notable events, policies, or initiatives—whether past or ongoing—have shaped the current landscape. To guide this process, the following lines of inquiry are suggested for the consultant to explore:

Understanding how PSI is positioned

- Is PSI explicitly mentioned in policy documents, national strategies, or government communications? If so, how is it framed?
- What PSI typology is most referenced—digital transformation, administrative reform, participatory governance, service delivery improvements, or another approach?
- What are the most common forms of innovation being pursued (e.g., incremental improvements, radical transformation, digital innovation, process-based reform, policy experimentation)?
- How does PSI in your country compare to private sector innovation in terms of risk-taking, funding, and implementation?
- To what extent is PSI understood and valued by public servants at different levels of government?
- How does your government rank across various Public Sector Innovation (PSI) indices?

Understanding past and current efforts

- What key historical moments have shaped PSI in your country (e.g., administrative reforms, digital transformation efforts)?
- Have any PSI initiatives have been implemented in the past, and what were their outcomes? Are they still operating?
- What lessons can be learned from these initiatives, including successes and challenges?
- Has the government faced failures in PSI implementation? What lessons were learned from these experiences?
- How does the government evaluate, or document lessons learned from past innovation projects?
- Have any policies or structural changes emerged from previous PSI efforts, and how have they been institutionalized?
- Are there particular sectors where PSI has been more prominent (e.g., healthcare, education, smart cities, or finance)?

International Cooperation and Learning

- Has your country participated in global PSI networks, such as OECD's OPSI (Observatory of Public Sector Innovation)?
- Are there examples where PSI projects have been directly inspired by or adapted from international good practices?
- Has the government taken part in peer learning initiatives, international innovation challenges, or study visits?
- Has the government engaged in bilateral or regional collaborations on PSI?
- Are there formal agreements or MoUs with other countries to share PSI good practices?
- How does PSI in your country compare to regional neighbours or countries with similar socio-economic contexts?
- Has the government collaborated with international organisations, research institutions, or other countries to shape its PSI strategy?

Category	Where to Look	What to Look For
Government Documents and Official Reports	- National development plans, governance strategies, and white papers - Public sector reform reports - Budget reports and spending reviews - Parliamentary or legislative records	- Policy commitments to PSI - Allocated funding for innovation initiatives - Legislative debates or approvals related to PSI efforts
Public Sector and Government Institutions	- Innovation units or digital transformation agencies - Local government bodies piloting PSI - Civil service training academies - National regulatory bodies overseeing GovTech or PSI policies	- Ongoing PSI programmes and pilots - Organisational structures supporting PSI - Training and capacity-building efforts for innovation
International Organisations and Development Partners	- UNDESA, World Bank, regional development banks - OECD Observatory of Public Sector Innovation (OPSI) - EU, ASEAN, African Union (AU) PSI-related programmes - Donor-funded innovation initiatives	- Case studies on PSI implementation - Benchmarking PSI efforts against international best practices - Funding or technical support provided for PSI projects
Media and Open Data Platforms	- Government transparency portals - National statistics offices - News articles and press releases - Think tank and policy institute reports	- Open data on PSI-related budgets and spending - Public sentiment and media coverage on the quality of public services - Independent research and evaluations of PSI efforts

Stakeholder Consultations and Expert Interviews	- Key government officials and PSI leaders - Civil society organisations (CSOs) tracking public service reforms - Private sector partners in PSI collaborations - Academics and researchers in governance and innovation	- Insights on past challenges and lessons learned - Perspectives on PSI effectiveness and institutional barriers - Private sector involvement and potential partnerships

Section 2: PSI Desired Outcomes

In this section, the lines of inquiry help the consultant identify the explicit and stated motivations behind Public Sector Innovation (PSI) within the national context. In some cases, there may be a clear overarching goal that is guiding innovation efforts, while in other cases, multiple smaller objectives may emerge across different sectors. However, it is also possible that no formal direction exists. In such cases, the consultant is expected to identify potential areas flagged as "innovation ripe". To guide this process, the following lines of inquiry are suggested for the consultant to explore:

Citizen Demands and Future Needs
- Are citizens demanding better, faster, or more inclusive services?
- What societal trends, technological advancements, or emerging challenges could influence public sector needs in the coming years?
- How can PSI efforts be designed to anticipate and adapt to future demands?
- Is there external pressure (e.g., international benchmarks, SDGs) driving the need for innovation?

Desired Outcomes Driven by Alignment with National Priorities
- How do potential PSI outcomes align with the country's development goals or broader policy agendas?
- Is PSI linked to national goals such as the Sustainable Development Goals (SDGs), climate action, or social equity?
- Are there existing national or regional strategies that innovation efforts should support or enhance?

Stated/Explicit PSI Desired Outcomes
- What are the primary motivations for PSI (e.g., efficiency, service improvement, citizen engagement)?
- How are data and analytics leveraged for better policy decisions?
- Are there PSI initiatives aimed at improving citizen trust and engagement? How do they work?

Opportunities and Challenges (Where PSI Could Play a Role)
- What are the most pressing challenges that PSI could address?
- Which areas of government are most "innovation ripe," and where might innovation have the greatest impact?
- What barriers (e.g., cultural, institutional, financial) could hinder PSI efforts?

Category	Where to Look	What to Look For
Stated and Explicit PSI Desired Outcomes	- National development strategies - Government policy documents - Speeches or statements by political leaders - Official PSI frameworks	- Clearly defined PSI objectives - Government statements outlining motivations such as efficiency, citizen engagement, or transparency - Formal PSI strategies and plans
Opportunities and Challenges (Where PSI Could Play a Role)	- Reports from government ministries - Sectoral reviews (health, education, etc.) - Independent research studies	- Areas with service delivery challenges - Sectors where innovation has been identified as a potential solution - Reports highlighting institutional barriers or inefficiencies
Desired Outcomes Driven by Future Needs	- Foresight reports - National technology roadmaps - Economic and social trend analyses - Industry forecasts	- Emerging societal needs (e.g., demographic shifts) - Anticipated technological changes - Future policy needs based on evolving global or national trends
Desired Outcomes Driven by External Pressures	- International agreements (e.g., SDGs, OECD reports) - Bilateral or multilateral agreements - Global benchmarking reports	- Obligations under international frameworks - External benchmarks or international performance comparisons - Commitments to global partnerships
Desired Outcomes Driven by Citizen Demands	- Public consultations - Citizen surveys - Civil society reports - Social media sentiment analysis	- Citizen feedback on public services - Demand for inclusive or improved service delivery - Public concerns around government responsiveness
Desired Outcomes Driven by Alignment with National Priorities	- National development plans - Strategic government initiatives - Cross-sectoral policy frameworks	- Alignment with national development goals - PSI objectives linked with economic, social, or environmental priorities - Policy coherence across government sectors

Section 3: Leadership, Strategy and Governance

In this section, the lines of inquiry delve into mapping and developing a comprehensive understanding of PSI leadership, strategy, and governance. To guide this process, the following lines of inquiry are suggested for the consultant to explore:

Explicit Political Leadership
Are there high-profile political leaders championing PSI?
- Identify organisations or institutions that have explicitly led or supported PSI. What role has the Prime Minister, President, or senior Cabinet members played in promoting PSI?
- Have PSI efforts been sustained across political cycles, or do they fluctuate with leadership changes?
- Are there examples of top-down innovation mandates where PSI was directly initiated by political leaders? When did political leadership on PSI emerge?
- Has PSI been a priority for recent administrations, or does it have deeper historical roots?
- Have there been moments of political urgency (economic crises, digital transformation needs, governance reform drives) that have pushed leaders to prioritise innovation?
- How have PSI efforts been received by civil servants, the public, and the private sector?
- Has PSI faced resistance from within the public sector? If so, how has leadership responded?
- Has PSI been communicated effectively to citizens to gain public trust and participation?

Bottom-Up Innovation and Grassroots Leadership
- Identify organizations, municipalities, or government entities that have initiated innovation without top-down directives.
- Are there examples of public sector intrapreneurs who have successfully introduced new policies, processes, or digital solutions?
- How have these organizations/institutions navigated bureaucratic challenges, funding constraints, or regulatory barriers?
- Have these efforts been recognised, scaled, or blocked by institutional leadership?

Existence of Dedicated PSI Strategies
- Are there dedicated strategies for PSI?
- How have PSI strategies been developed?

- Are there standalone PSI policies, or is innovation integrated into broader strategies (e.g., digital transformation, smart government, AI adoption, economic development)?
- Has PSI been linked to national priorities such as economic competitiveness, digital transformation, or governance reform?
- What government agencies or ministries are responsible for drafting and implementing these strategies?
- Are there specific sectoral innovation strategies (e.g., in healthcare, education, transport) that incorporate PSI principles?
- Do these strategies include clear objectives, funding mechanisms, and implementation plans?
- How frequently are these strategies reviewed and updated?
- How well are PSI strategies institutionalised? Are they backed by legislation, or do they rely on executive decisions and temporary programmes?
- Are there existing cross-sector working groups or advisory boards guiding PSI strategies?
- Were PSI strategies created through inclusive consultation processes, engaging policymakers, civil servants, the private sector, and citizens?

Innovation Governance
- Identify ministries, government agencies, or special commissions that have taken the lead on PSI.
- Are there specialised innovation units, labs, or task forces dedicated to PSI?
- Are any public sector institutions mandated to oversee PSI coordination, such as a central innovation agency or digital transformation office?
- What are the primary goals of the governance model?
- What mandates do PSI-leading institutions have? Do they have formal authority to implement innovation, or are they advisory bodies? Are they backed by legislation, or are they project-based entities with temporary mandates?
- Are PSI efforts centralised under one ministry or agency, or are they spread across multiple government bodies?
- Have there been cross-agency initiatives or efforts to coordinate PSI across different sectors? Are there overlapping mandates or gaps that could hinder the development of a cohesive governance structure?
- Is there a national network or platform that brings together PSI actors to share knowledge and scale successful initiatives?
- Are innovation projects focused on specific sectors (e.g., health, education, digital government), or are they cross-cutting?

- Are there regional or local government departments experimenting with PSI independently from national leadership?
- Are there local-level PSI efforts?
- Is there collaboration between central and local governments on innovation projects?
- Are city governments or regional agencies more agile and innovative than national-level institutions?
- What networks or communities exist to support bottom-up PSI?
- Are there civil servant innovation networks, hackathons, or online platforms that support grassroots PSI efforts?

Category	Where to Look	What to Look For
Explicit Political Leadership	- Government speeches - Policy announcements - Media coverage of political leaders	- Statements promoting PSI - Top-down innovation mandates - Instances of PSI sustained across leadership cycles
Bottom-Up Innovation & Grassroots Leadership	- Local government reports - Civil service internal documents - Case studies from innovation networks	- Initiatives by civil servants - Intrapreneurship case studies - Examples of grassroots innovation
Dedicated PSI Strategies	- Official PSI policy documents - National development strategies - Sectoral innovation plans	- Standalone PSI policies - Integration with digital transformation and economic development strategies
Innovation Governance	- Government organisational charts - Mandates of specific ministries or agencies - Reports from innovation task forces	- Institutions coordinating PSI efforts - Existence of innovation labs or dedicated PSI units

Section 4: Assessing PSI Internal Enablers and Barriers

The lines of inquiry in this section aim to map and evaluate and map internal enablers and barriers to PSI. To guide this process, the following lines of inquiry are suggested for the consultant to explore:

Legal and Regulatory Frameworks
- Are there legal or regulatory frameworks that explicitly allow for experimentation in the public sector (e.g., regulatory sandboxes, internal circulars, or pilot project exemptions)?
- Do national policies or legislation explicitly promote digital government and public sector innovation? If so, what are their key objectives?
- How are data protection, cybersecurity, and digital rights addressed within the country's digital government legislation?
- Are there mechanisms (such as circulars) in place for relaxing regulatory requirements to enable innovation pilots or experimentation?
- Does the regulatory framework allow for cross-sector or cross-agency collaboration to foster innovation?
- Are there performance evaluation systems in place that assess and reward innovation efforts within the public sector?
- Are there specific budgetary regulations or policies that allocate dedicated funding for innovation and experimentation?
- Are there regulatory risks associated with PSI (e.g., data privacy concerns, legal uncertainty around experimentation)?
- How do existing bureaucratic processes and administrative procedures hinder the implementation of PSI?

Funding and Resources
- What types of funding resources does PSI rely on? Are they exclusively governmental, or do other players, such as the private sector or international organisations, contribute?
- What is the annual budget allocated for PSI, and how does this compare as a percentage of the government's overall yearly budget?
- What are the conditions or requirements for accessing PSI funding?
- Has funding for PSI been institutionalised through formal mechanisms or policies?
- What is the typical duration of PSI funding cycles, and how are they structured?
- Who is responsible for approving PSI budgets (e.g., specific ministries, parliamentary committees, executive offices)?
- What is the formal approval process for PSI funding, from proposal submission to final sign-off?
- Are there specific oversight bodies or committees involved in the approval and monitoring of PSI budgets?

Human Resources
- What analysis, design, technology, and storytelling skills currently exist among public servants?

- Are there specific departments or agencies with stronger PSI-related skill sets?
- How are skills gaps identified, and what mechanisms are in place to address them?
- Are public servants trained in data-driven decision-making, user-centred design, or digital service delivery?
- Are there targeted efforts to recruit from non-traditional backgrounds (e.g., private sector, academia, startups)?
- What incentives exist to attract top talent for PSI roles?
- What ongoing professional development opportunities are available for public servants to build innovation capabilities?
- Are there formal mentorship, secondment, or job-rotation programmes that encourage cross-sector learning?
- How are leadership skills for driving PSI fostered within the public service?
- Are there innovation-focused training programmes such as design thinking workshops or digital transformation courses?
- How is innovation performance measured for individuals or teams?
- Are there clear pathways for career progression for public servants working in innovation roles?
- How is success in PSI initiatives rewarded or recognised (e.g., promotions, awards, recognition schemes)?
- Are 360-degree performance reviews or peer evaluations used to assess innovation competencies?
- How flexible are job roles to accommodate innovation-related responsibilities without overburdening staff with additional work?

Organizational Culture

- Do public servants feel encouraged to experiment and challenge the status quo without fear of negative consequences?
- Do leaders within public institutions actively model innovative behaviours (e.g., embracing change, encouraging risk-taking)?
- Are there visible examples where leadership support has led to the successful implementation of innovative ideas?
- What are the main barriers to fostering an innovation-friendly culture (e.g., micromanagement, rigid hierarchies, overwhelming workloads)?
- How are these barriers addressed at an institutional level? Are reforms being implemented to reduce bureaucratic obstacles?
- How does political culture impact PSI adoption? Is there a culture of risk-taking and experimentation?

- How is accountability managed when innovation projects fail? Are there consequences that deter experimentation?
- Are there cultural factors within government institutions that discourage innovation or risk-taking?
- Are there institutional silos that prevent collaboration across departments or agencies?

Category	Where to Look	What to Look For
Financial Resources for PSI	- National budgets - PSI programme funding reports - International donor agreements	- Funding allocated to PSI initiatives - Contributions from private sector or international organisations
Human Resources & Capacity	- Government budget approval process - Financial oversight reports - Audit reports - Global indices	- Who approves PSI funding - Processes for budgetary sign-offs - Institutionalisation of funding.
Regulatory Flexibility	- Civil service training programmes - HR policies within government agencies - Recruitment strategies - Global reports	- Recruitment for PSI-relevant skills - Internal training on innovation, technology, and leadership
Culture of Innovation	- Public sector performance frameworks - HR evaluations - Promotion and career progression policies	- Criteria for evaluating innovation performance - Career advancement linked to innovation contributions

Section 5: Assessing PSI Wider National Enablers and Barriers

The lines of inquiry in this section aim to map and evaluate and map wider national enablers and barriers to PSI. To guide this process, the following lines of inquiry are suggested for the consultant to explore:

- Are there established mechanisms, such as innovation labs or cross-sector initiatives, that facilitate collaboration across different sectors?
- What technological infrastructure exists to facilitate collaboration and innovation?
- How does the government measure and monitor public trust, and how is this data used to inform innovation policies?

- How does the government incentivise private sector involvement in public sector innovation?
- What roles do public-private partnerships (PPPs) play in advancing PSI? Are there notable examples of successful collaborations?
- What partnerships currently exist between the government, private sector, academia, and international organisations to support PSI initiatives?
- What role does digital infrastructure play in enabling PSI? Are there foundational systems such as national digital identity platforms, cloud services, or open data initiatives?
- Is there reliable access to digital technologies across the country, including broadband connectivity and cloud computing systems?
- Are there significant gaps in digital infrastructure or literacy that could hinder the adoption of PSI, especially in rural or underserved areas?
- To what extent are citizens willing to engage with government innovations? Are there mechanisms (e.g., feedback platforms, participatory budgeting) that facilitate this engagement?
- How much do citizens trust government-led innovations? Does this trust vary across regions or demographics?
- Are international, regional or bilateral organisations involved in supporting PSI through technical assistance, funding, or knowledge-sharing initiatives?

Category	Where to Look	What to Look For
Cross-Sector Collaboration Mechanisms	- Innovation lab reports - Academic partnership agreements - Reports from government task forces	- Established platforms for collaboration (innovation hubs, joint task forces, government-academia partnerships)
Monitoring Trust and Engagement	- Surveys conducted by national statistics offices - Independent research - Government analytics	- Data on public trust - How trust metrics are incorporated into innovation policies
Public-Private Partnerships (PPPs)	- PPP frameworks - Government-private sector agreements - Ministry reports on collaboration	- Existing PPPs supporting PSI - Examples of successful partnerships with measurable impacts
Private Sector Incentives for PSI	- Policy documents - Tax incentives for innovation - Innovation grant programmes	- Incentives such as funding, tax breaks, or recognition for private sector engagement in PSI
Role of Digital Infrastructure	- National digital strategies - Government IT reports - Open data portals	- Existence of digital identity systems, cloud services, and open data initiatives

Accessibility and Gaps in Digital Access	- Broadband coverage reports - Digital inclusion studies - Reports on rural infrastructure	- Gaps in broadband access - Disparities in digital infrastructure and literacy across regions
Citizen Participation Mechanisms	- Government participation platforms - Participatory budgeting reports - Feedback tools	- Mechanisms allowing citizen involvement in PSI (e.g., digital feedback tools, open consultations)
Citizen Trust and Engagement	- Public opinion surveys - Trust barometers - Reports on citizen participation	- Levels of public trust in government innovations - Regional or demographic variations in trust and engagement
International Support for PSI	- Technical assistance reports - Foreign aid agreements - UN or OECD collaboration reports	- Support from international organisations (funding, technical expertise, global knowledge-sharing initiatives)

Section 6: Risks and Challenges

Each section explores specific risks and challenges and those are outlined in the lines of inquiry above. This section could summarize the main risks, barriers and challenges therefrom, as well as broader, cross-cutting questions that may not neatly fit in one specific section, to help identify overarching barriers to PSI.

Section 7: Measuring Innovation and Scale

This final section focuses on assessing whether mechanisms for measuring and evaluating public sector innovation (PSI) are in place and how effectively they function. It also examines the extent to which evaluation findings influence future policies, funding decisions, and the scaling of innovative practices. The following lines of inquiry should guide the consultant's research:

- Are there formal systems in place for measuring the outcomes of PSI initiatives? If so, what indicators are used (e.g., efficiency gains, cost savings, citizen satisfaction)?
- Is there a standardised methodology for assessing the impact of PSI projects across sectors?
- How frequently are PSI projects monitored and evaluated?
- Who is responsible for conducting evaluations—independent bodies, internal audit teams, or external consultants?
- Are evaluation results made publicly available? If so, how transparent are these findings?
- How is feedback from evaluations incorporated into future innovation strategies and policymaking?
- How are lessons learned from failed or underperforming innovations captured and shared within government institutions?
- Is citizen feedback and satisfaction considered as part of the evaluation process?

- Are there financial incentives or policy adjustments based on evaluation outcomes to sustain successful innovations or discontinue ineffective ones?