

EXECUTIVE SUMMARY

Project Title:	<i>Strengthening national capacities to design and implement public sector innovation strategy for accelerating progress toward the Sustainable Development Goals (SDGs)</i>
Start date:	<i>1 October 2024</i>
End date:	<i>31 September 2027</i>
Budget:	<i>\$ 481,114.80 Total budget</i>
RCO and UNSDCF	☐ <i>UN DESA/DPIDG certifies to have consulted and engage the RCO of beneficiary country/ies for integration and nexus with the CCA and UNSDCF.</i>
Co-funding	<i>NA</i>
SDG(s)	<i>SDG 16, 17</i>
Cross-cutting issues:	☐ Gender mainstreaming ☐ Health safety, social and environmental sensitivity ☐ Prevention of violent extremism ☐ Conflict sensitivity ☒ Sustainability ☐ Mainstreaming protection ☒ Gender ☒ Youth ☐ Human rights ☐ Climate change ☒ South-south cooperation ☒ Delivering as one ☐ Inclusion of indigenous people's issues, needs and concern
Geographical Focus	☒ <i>Country focus (if this is selected, please include pilot/beneficiary countries below)</i> ☒ Regional focus ☐ Interregional ☐ Global
Target countries and population groups:	<i>Malaysia (upper-middle), Philippines (lower-middle), Thailand (upper-middle), and Viet Nam (lower-middle)</i>

UN Executing Entity (Lead role):	UNDESA/DPIDG Victoria Kim Programme Management Officer, UN DESA/DPIDG Kim47@un.org
Other UN Implementing Entities:	
Business Partner (BP) #:	
Co-operating Entities within the UN system:	
Other partners (e.g., Private sector, NGOs, government entities, etc.)	<i>Target country ministries with a focus on public sector reform or innovation</i> <i>Academia and public sector training institutions</i> <i>Association of Southeast Asian Nations (ASEAN)</i>

Brief description: While innovation in the public sector is often overlooked due to its gradual and understated nature, it holds immense potential as a catalyst to accelerate the implementation of SDGs. However, it is necessary to broaden our understanding of innovation beyond just technological advancements and to view it as a new approach to policymaking, business processes, partnership and service delivery for enhancing effectiveness and efficiency in public sectors. Innovation does not happen in a vacuum. It requires a cultural shift within the organization and leadership, as well as the institutional setting, including promoting an enabling environment, cultivating creative mindsets, fostering strategic partnerships, taking calculated risks, and accepting failures. The project aims to build and complement the efforts of the governments in four target countries by encouraging the prioritization of innovation practices and fostering innovation experimentation in the public sector. Countries with innovation strategies or dedicated innovation entities within the government exhibit a stronger commitment to finding creative solutions to address today's challenges and preparing for future uncertainty. While having an innovation strategy or creating an innovation unit is not an end in itself, it can provide a clearer roadmap for achieving the SDGs and position governments at all levels to better utilize their limited resources to promote inclusive development and create a resilient society . The project intends to enhance the institutional capacities of government officials in Malaysia, the Philippines, Thailand and Viet Nam to outline a vision for public sector innovation in line with their existing national development plan or SDG implementation plan. The project will be implemented by the Division of Public Institutions and Digital Government of the United Nations Department of Economic and Social Affairs (DPIDG/UN DESA), in close consultation with the UN Resident Coordinator System and the UN Country Teams as applicable.

I. PROJECT BACKGROUND

1. [Context](#)

Assessing the progress of the Sustainable Development Goals (SDGs) at the halfway mark, it is unlikely that the Goals will be met at this rate. The Sustainable Development Goals Report 2023 highlights how multiple intersecting crises have reversed years of gain on poverty and hunger, health and education. With 6 years to get the SDGs back on track amid slow economic growth and instability, identifying innovative ways to accelerate progress is much needed.

As doing business as usual is no longer viable, fostering a culture of innovation within the public sector has become increasingly important. However, innovation does not happen in a vacuum. It requires an institutional culture that embraces creative ways of identifying and delivering services, takes calculated risks, and fosters partnerships to maximize synergy. It also requires a commitment to creating an enabling environment for innovation, a comprehensive innovation policy, flexibility in public organization or units to adjust their working methods and processes, and a creative mindset from individual public servants to find and explore better approaches for doing their day-to-day jobs. Greater collaboration and strategic partnership with the private, academia, research institutes and civil society can bring new perspectives and solutions. Innovations in the public sector need to be actively sought after, fostered and nurtured. This requires a mid to long-term strategic outlook and requires commitment from all levels of the government.

In an effort to promote and nurture innovation in public administration, the United Nations Public Service Awards (UNPSA) programme has gathered, recognized and disseminated good practices that exemplify the creativity of public institutions over the past two decades. From the initiatives gathered by the programme, there clearly is much interest and efforts to foster innovation at all levels of government. However, innovation is often driven by individual projects done in silos without clear coordination or broader objectives for maximum effect.

Countries with innovation strategies or dedicated innovation entities embedded within their governmental structure show a strong commitment to devising creative solutions to address challenges in meeting the SDGs and promoting sustainable development in a comprehensive way. While having an innovation strategy or creating an innovation hub is not sufficient alone nor a goal in itself, having a clear roadmap that actively seeks innovative solutions to overcome impediments can position governments to better utilize their limited resources, and promote inclusive development and resilient society.

2. [Link to the 2030 Agenda for Sustainable Development](#)

SDG 16 is a cross-cutting Goal that lays a foundation for achieving other SDGs, in particular through the role of accountable, inclusive and effective institutions. For example, innovations in the public sector are important for education (SDG 4), healthcare (SDG 3), water and sanitation (SDG 6), energy (SDG 7). They can support efforts to leave no one behind through enhancing opportunities for decent work (SDG 8), achieving gender equality and empowering women and girls (SDG 5),

tackling inequality (SDG 10), and promoting partnerships (SDG 17). By strengthening SDG 16, the project aims to maximize its cross-cutting benefit and interlinkages to other SDGs.

Given this broad emphasis, developing a dedicated public sector innovation strategy and/or institutional framework can have a positive impact on broader public service delivery, including policymaking and service delivery design for vulnerable and marginalized groups for the attainment of the SDGs. The project will contribute directly to the objectives of SDGs 16 and 17 to strengthen the institutional capacity of public sector innovation and enhance partnerships through whole-of-government approaches.

The project aims to specifically contribute to the following SDGs and selected targets:

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Target 16.6 Develop effective, accountable and transparent institutions at all levels

Target 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

Goal 17: Strengthen the means of implementation and revitalize the global partnership for sustainable development

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

3. Mandates, comparative advantage

The objectives of the project are closely aligned with the mandate and strategic framework of the Division for Public Institutions and Digital Government of the Department of Economic and Social Affairs (DPIDG/UN DESA) to assist member states in enhancing public administration and services in advancing the 2030 Agenda.

DPIDG/UN DESA contributes to advancing effective, accountable and inclusive governance and public institutions for sustainable development, including through innovation, digital government and digital transformation. The Division supports the General Assembly and the Economic and Social Council on issues related to governance and public administration through its Committee of Experts on Public Administration and has worked to strengthen cooperation among public institutions, academia and training institutes in the promotion of SDG 16.

This project will build upon the normative, analytical and capacity-building activities of the division, namely the UN Public Service Awards Programme, to underscore the contribution of public service innovation in development. It will also utilize the work of the E-Government Survey and World Public Sector Report, with a focus on a whole-of-government approach.

The project will contribute to the 2024 programme planning as outlined in A/78/6 for Section 9 Economic and Social Affairs, Subprogramme 7 Public Institutions and Digital Government¹ and subsequent years thereafter.

Furthermore, the project aims to complement the FutureGov² initiative, one of the High-Impact Initiatives launched at the SDG Summit in September 2023 to help member states build essential public sector capabilities and accelerate the delivery of the SDGs. FutureGov aims to hone skillsets, change mindsets and stimulate innovation to propel countries towards rapid SDG progress beyond digitalization. The knowledge products resulting from the project will contribute to the portal of the FutureGov.

The project is also relevant to the High-Impact Initiative on Digital Public Infrastructure³ for digital transformation for SDGs with a focus on a whole-of-government and people-centered innovation and digital solutions. Having an innovative public sector policy, coupled with affordable, safe, and scalable technologies will amplify the public sector's ability to improve efficiency and tailor customized services to leave no one behind.

II. ANALYSIS

1. Problem Analysis

A growing number of developing countries, especially in Asia and the Pacific region have embraced innovation, largely to spur economic growth and to catapult their countries to advanced economies. While many countries have some iteration of innovation policy and/or strategy in place in varying ministries and levels of government, many developed countries have put concentrated effort into promoting innovation in both the public and private sectors.

Governments around the world are increasingly recognizing the importance of adopting innovative practices to address complex challenges and deliver better services to citizens. Often existing processes embedded in public institutions are not conducive to innovative approaches, making it more difficult for national administrations to find creative, yet vital, solutions to reach the SDGs.

In recent years, many governments have focused innovation efforts on digital transformation to increase connectivity, make data more accessible, and invest in digital infrastructure for better interoperability.

However, the approach to public sector innovation should be more comprehensive than digital advancement. While digital transformation is a powerful tool, innovation is a broader concept that

¹ A/78/6 (Sect. 9) [https://undocs.org/Home/Mobile?FinalSymbol=A%2F78%2F6\(Sect.9\)](https://undocs.org/Home/Mobile?FinalSymbol=A%2F78%2F6(Sect.9))

² FutureGov <https://sdgs.un.org/SDGSummitActions/HII>

³ Digital Public Infrastructure <https://www.un.org/en/sdg-summit-2023/page/transformation-action>

encompasses new ways of solving problems-, different ways of doing, improving on existing systems and taking risks in creating original processes, contents and services.

Though attention is often primarily given to innovation in business and for economic growth, governments are paying greater attention to public sector innovation to meet the increasing demands from citizens to provide tailored services, optimize the use of limited resources and respond to new societal challenges. This trend is apparent at the local and sub-national levels of government⁴.

Nonetheless, the public sector faces various challenges and problems that can impede innovations. Some of the key issues include:

- **Bureaucratic hurdles:** Government structures are often complex and bureaucratic, with hierarchical decision-making and rigid organizational cultures. These can be a challenge to promote the agility required for innovation and make a quick implementation of new ideas difficult.
- **Fragmented systems:** Many public sector organizations operate with legacy systems and in silos. Integrating innovations with existing infrastructure can be difficult and may require significant changes to how the relevant ministries cooperate.
- **Risk aversion:** Public sector organizations often operate in a risk-averse environment due to the nature of their responsibilities and the potential consequences of failure. This can discourage experimentation and limit the willingness to adopt innovative approaches.
- **Lack of incentives and resistance to change:** Public sector employees may lack the same financial or career advancement incentives that often drive innovation in the private sector. This can result in lower motivation or resistance to engage in innovative practices. Overcoming the resistance and fostering a culture that embraces change will be crucial for creating an enabling environment.
- **Limited resources:** Budget constraints and resource limitations can hinder the ability of public sector organizations to invest in research, development, and the implementation of innovative solutions, especially for mid to longer-term projects.
- **Political considerations:** The political nature of public sector decision-making can influence the prioritization of initiatives and the willingness to take risks. Political instability or changes in leadership may impact the continuity of innovative projects.
- **Measuring success and impact:** Defining and measuring success in the public sector can be challenging, as outcomes are often multifaceted and long-term. Establishing clear metrics and evaluation criteria for innovation initiatives can be difficult.

2. Country/Regional/Sectoral level problem analysis

For the target countries in Asia and the Pacific region selected for this project, many local and sub-national governments have been entrepreneurial in implementing targeted services that address the specific needs of their constituents, especially for the vulnerable and marginalized groups

⁴ United Nations Public Service Innovation Hub <https://publicadministration.un.org/unpsa/innovation-hub/>

based on the trends observed from the UN Public Service Awards programme⁵. Data from the 2020 to 2024 UNPSA Programme illustrates that applications from the four target countries make up about 20 per cent of the total number of applications, mostly from the local and sub-national governments. These are homegrown innovations to enhance people's lives through more effective public service such as a fishing village in Thailand using drone technology to save lives below water and a new policy to address the disparity in the distribution of R&D funding in the Philippines to promote inclusive innovation.

Tapping into this robust appetite for innovation in local and sub-national public institutions in the target countries the project aims to build momentum by assisting the national government in establishing innovation strategy and/or innovation frameworks such as an innovation unit or a dedicated Chief Innovation Officer at the national level to maximize grassroots approach and introduce a complementary top-down system.

This project will assist the target countries in harnessing the innovation already taking place and promoting robust diffusion with a strategy and/or innovation framework to consolidate existing efforts and promote greater synergies and adaptation of good practices at scale to accelerate progress towards the SDGs.

The country-specific approach will be taken with a view to fostering bilateral and multilateral partnerships within Asia and the Pacific region from countries that have adopted innovation strategies and/or innovation frameworks in place, such as the People's Republic of China, Singapore, and the Republic of Korea.

⁵ United Nations Public Service Awards <https://publicadministration.desa.un.org/about-us/united-nations-public-service-day-and-awards>

Table 1 – Country/Regional/Sectoral Analysis

Description of the Issues to be addressed	Status of affairs /Baseline	Realistic Outcomes/Target
1. Malaysia	Malaysia's Twelfth Plan of 2021 – 2025 document includes the country's goal for developing high-performing civil service coupled with innovative thinking and developing necessary skill sets.	The project aims to take stock of the country's readiness to undertake more comprehensive public sector innovation and draft a proposal for an institutional framework or strategy for innovation in line with the National Development Plan in an effort to enhance the country's public sector innovation ecosystem.
2. Thailand	Thailand has a National Innovation Agency under the Ministry of Science and Technology. It is focused on promoting innovation through technology and digital infrastructure and capabilities but lacks a specific strategy for public sector innovation development.	The project aims to take stock of the country's readiness to undertake more comprehensive public sector innovation and draft a proposal for an institutional framework or strategy for innovation in line with the National Development Plan in an effort to enhance the country's public sector innovation ecosystem.
3. Philippines	The Philippines Development Plan 2023-2028 focuses on innovation in R&D, production and the private sector. It has a National Innovation Agenda and Strategy which has the country's vision and long-term goals but lacks a specific strategy for the public sector innovation development.	The project will aim to take stock of the country's readiness to undertake more comprehensive public sector innovation and draft a proposal of an institutional framework or strategy for innovation in line with the National Development Plan in an effort to enhance the country's public sector innovation ecosystem.
4. Viet Nam	Development of science, technology and innovation is among the top national policies but focused on economic growth, R&D and promotion of startups in the private sector.	The project aims to take stock of the country's innovation practices and readiness to undertake more comprehensive public sector innovation, including the draft proposal for an institutional framework or strategy for public sector innovation.

3. Stakeholder analysis and capacity assessment

While the project intends to identify a lead ministry in each target country that has the strongest mandate for public sector innovation or reform and is best suited to undertake national implementation, all the relevant ministries will be consulted in a whole-of-government approach. The project will also engage academia and public sector training institutes to identify trends and best practices and forge stronger partnerships for continuous training of the public sector workforce. Strong partnerships from the beginning will encourage the creation of curriculum and training materials to complement the ongoing innovation needs of the public sector. Relevant private sector companies will be brought on board to learn about new trends, technologies and know-how to adapt to the requirements of the public sector. Civil society will be engaged to reflect the needs of the different demographics and to ensure that the public sector innovation framework is inclusive. The project also aims to foster partnerships to enable the co-creation of public service delivery in the future.

Table 2 – Stakeholder Analysis

Non-UN Stakeholders	Type and level of involvement in the project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
<i>Ministries in charge of public administration, modernization, and/or innovation</i>	<i>Oversight of current policies and strategies, identification of changes needed to enhance innovation in the public sector</i>	<i>Knowledge of existing innovation strategy or framework, and lessons learned in implementation</i>	<i>Lack of human, financial and technical capacity to implement the innovation strategy and/or framework</i>	<i>A comprehensive public sector innovation strategy/ guideline and/or an innovation framework at the national level that could coordinate public sector innovations at all levels of the government</i>	<i>Aspiration to modernize public administration for efficiency and effectiveness in support of the SDGs and to provide better service delivery to all</i>
<i>Sectoral Ministries</i>	<i>Providing feedback to current policies, strategies, and framework for enhancement</i>	<i>Knowledge of individual ministry's innovation strategy or framework, if any, and lessons learned in implementation</i>	<i>*Lack of human, financial and technical capacity to implement the innovation strategy and/or framework * Institutional or political will for engagement</i>	<i>Implementation of new draft strategy and/or framework</i>	<i>Desire to accelerate the implementation of SDGs and national development strategy</i>

<i>Public servants</i>	<i>Providing feedback to current policies, strategies and framework to identify areas for improvement and identify gaps in skillsets required</i>	<i>Knowledge of institutional structure and internal appetite for cultivating an innovative environment</i>	<i>Lack of knowledge, know-how, or desire to acquire new skills</i>	<i>Strengthened human resources capacity through training and continuous learning</i>	<i>Staying relevant, promotional opportunities and job security</i>
<i>Academia and public sector training institutes</i>	<i>Inputs on how to build public sector capacities for innovation</i>	<i>Identifying trends and good practices from other countries and providing training to build the capacities of public servants</i>	<i>Lack of capacity to initiate or influence without government invitation</i>	<i>Strengthening of partnerships to design tailored curriculum</i>	<i>Increased relevance and influence to the public sector innovation ecosystem</i>
<i>Private Sector</i>	<i>Engagement of relevant industries to learn about new models, technologies, and know-how</i>	<i>New approach that has been tested and proven to be effective could mitigate the risk and save cost</i>	<i>Lack of products and services that fit public sector requirements</i>	<i>Co-creation of flexible and targeted public services</i>	<i>Business growth for products and services</i>
<i>Civil Society</i>	<i>Engagement to promote inclusive innovation practices</i>	<i>Feedback from citizens and under-represented groups</i>	<i>Limited channel for engagement in policy making and practices</i>	<i>Co-creation of flexible and targeted public services</i>	<i>Increased relevance and feedback to the process</i>

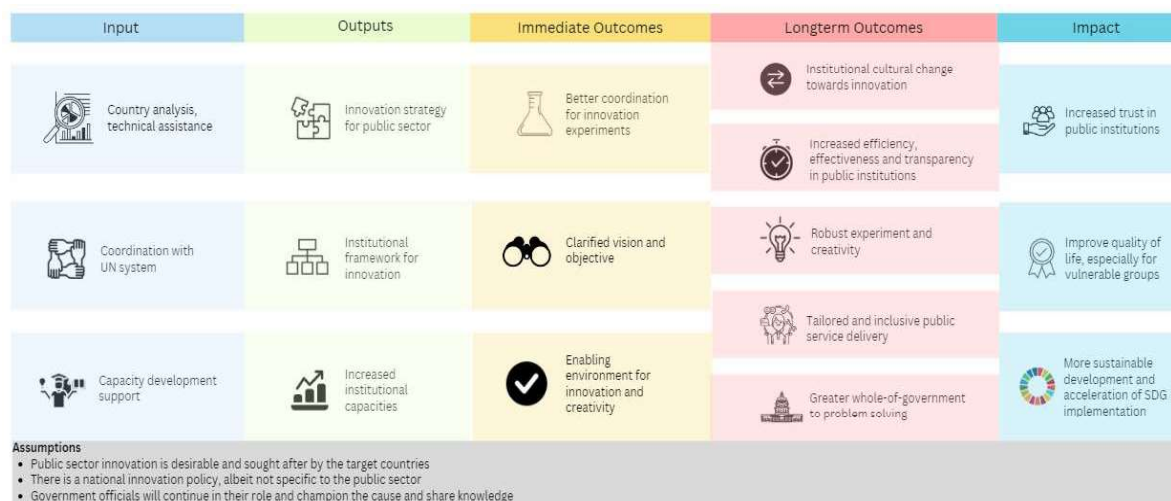
The project will encourage the involvement of female public servants from the relevant ministries in consultation and capacity-building workshops to ensure the active participation of women in the implementation and decision-making process.

Additionally, special attention will be paid to young people in government agencies to solicit diverse viewpoints and tap their skills, insights, and capacity to innovate, particularly but not limited to the technological realm.

4. [Proposed Solution Path and Response](#)

The diagram below illustrates the theory of change for the project. The project will work towards the immediate outcome of (i) better coordination among the relevant ministries and stakeholders for experiments and new research, (ii) clarified vision and objectives for public sector innovation, and (iii) creating an enabling environment for innovation and creativity to thrive. The project will

achieve these objectives through country analysis and technical assistance at the country level. It will help the governments of the target countries formulate a public sector innovation strategy in line with the existing national development strategy or SDG implementation strategy.



III. PROJECT STRUCTURE

1. Logical Framework (narrative)

The proposed project to strengthen the government's capacities to promote public sector innovation will be within the national development plan or the SDG implementation plan frameworks, so as not to compete with or contradict the overall vision of the country's development plan but to complement and enhance the existing policies and processes in place.

In line with this approach, the project will first conduct a global study to identify trends and good practices as a reference and roadmap. The study will be followed by an international workshop to share the findings among target countries and initiate country-specific next steps.

Four national studies will be undertaken in the target countries to analyze and assess the current public sector innovation landscape and to identify the most appropriate approach to develop the public sector innovation framework. Four national workshops will be organized to review the findings of the country studies and discuss the requirements to move forward. In each country, the project will support the government to draft a national action plan or strategy for public sector innovation. The proposed action plans will be shared among the group of target countries in a regional workshop to discuss, compare experiences and facilitate peer-to-peer learning.

Ultimately, the project will assist the target countries to take the most appropriate action in promoting innovation in the public sector – either to draft a public sector innovation policy and strategy and/or establish an institution framework dedicated to the public sector such as an innovation unit or Chief Innovation Officer to promote the culture of innovation.

Logical Framework Matrix

Logic Intervention	Indicators	Means of
Objective <i>To strengthen the national capacities of selected developing countries to develop integrated strategy and/or framework for public sector innovation</i>		
Outcome 1 Enhanced capacity of target countries to assess the national development plan or SDG implementation plan to address gaps and identify opportunities for an innovation strategy or institutional framework to assist the SDG implementation	IA 1.1 At least 70 per cent of project participants from the 4 target countries show improved capacity and understanding of the importance of public sector innovation and intent to promote innovation in their respective capacity	A survey will be conducted before the first international workshop to set the baseline in terms of capacity of participants. Surveys will be conducted after subsequent workshops to measure changes in capacity and understanding of public sector innovation.
Output 1.1 Global study on good practices, strategies, policies and institutional frameworks for promoting public sector innovation Related activities 1.1.1 International consultancy for a global study to identify trends and good practices, strategies, policies and institutional framework for public sector innovation. The first activity under the project will be an international consultancy to produce a study on trends and good practices, strategies, policies and institutional frameworks for public sector innovation. The study will look at examples from countries from different regions. The study will serve as a reference for the project as a whole, and for the first international workshop. 1.1.2 International workshop to review the findings of the global study and familiarize government officials and stakeholders in the four target countries with practices of public sector innovation strategies. A first international workshop will be convened under the project with participants from the four target countries (including government officials, public servants, subject matter experts and stakeholders) and other countries from the region, as well as international experts and resource persons. The main objectives of the workshop will be to inform participants on the objectives, deliverables, schedule and timeline of the project; to raise their awareness of international trends and practices with regard to public sector innovation; to present and discuss the scope and implementation of the national stocktaking studies to be conducted in each of the target country (A 1.1.3); and to foster exchanges between participants on their national contexts. The UN DESA project team will manage and moderate the global workshop. The international consultant (see A 1.1.1) will present the results of the global study. The national consultants (see A 1.1.3) will also participate in the workshop.		
Output 1.2 Four national studies (one per target country) on the legal and institutional landscape for public sector innovation. Related activities 1.2.1 Four national consultancies (one per target country) to assess the national policy environment (including legal and institutional dimensions) for public sector innovation in the target countries. Four national studies will be undertaken in the target countries by national consultants to analyze and assess the current legal and institutional landscape of public sector innovation and to suggest appropriate options to further develop the public sector innovation framework. The four studies will have comparable terms of reference, which will be informed by the global study.		

Output 1.3 Comparative study on strategies for public sector innovation, based on the four target countries which can be used as a reference in future capacity building activities.

Related activities

1.3.1 International consultancy for a study to document the experience of the four target countries in developing public sector innovation strategies in a comparative framework

In order to facilitate future capacity building activities on public sector innovation, the project aims to carefully document the experience of the four target countries in developing public sector innovation strategies. This will be done through a comparative study done by an international consultant, based on documentation produced by the project, information provided by key national actors, the project team and the national consultants. The final report will be shared with project participants on the Moodle platform of the project.

1.3.2 Design and layout of the comparative study

Design and layout of the final study report will be done by a design firm.

Outcome 2

Enhanced capacity of selected countries to draft, update or implement innovation development strategy or institutional frameworks such as national innovation unit or ecosystem or dedicated Chief Innovation Officer at cross-sectoral level or cross-jurisdictional level

IA 2.1

At least 3 out of 4 target countries have produced draft strategies or action plans for public sector innovation and show intent to implement them

- Draft strategies or action plans shared by the Government with the project team
- Draft strategies or action plans shared by the Government in the peer-review workshop

Output 2.1 Draft national framework or strategy for public sector innovation in the four target countries.

Related activities

2.1.1 Four national workshops (one per target country) to review the findings of the national study and identify elements of a national public sector innovation strategy or framework

In each target country, a national workshop will be organized to review the findings of the national study, discuss the most appropriate approach for further developing the national framework for public sector innovation, and identify elements that should be part of the public sector innovation strategy or framework. The national consultants will present the results of the national study. Staff from the UNDESA project team will manage and moderate the workshop. Key outputs of the national workshops will include elements for a national strategy suggested by participants and to be further developed by the government, with support from the project team and the national consultant.

2.1.2 Four national consultancies (one per target country) to assist in drafting public sector strategies or action plans

In each target country, a national consultant will work with the relevant government departments to facilitate the drafting of a public sector innovation strategy or action plan based on the findings of the national study and workshop. The four studies will have comparable terms of reference, which will be informed by the national study and workshop.

2.1.3 Regional workshop to peer review the draft frameworks and/or strategies for public sector innovation.

The draft action plans of the four target countries will be shared among the group of target countries in a workshop to discuss their content, compare experiences and facilitate peer-to-peer learning. The workshop will be managed and moderated by the project team. Participants will include key officials and public servants, other national stakeholders involved in the development of the national strategies.

After the regional workshop, the project team, with the support of the national consultants, will follow up with the government in the four target countries to support the finalization of the national strategies and their validation by the appropriate national institutions.

2. Risks Assessment and Mitigation Actions

The below table illustrates possible risks, key factors outside the direct control of project managers, that may affect the success of the project and the actions/corrective measures that may be taken to mitigate their impact in the implementation.

Table 3 – Risks and mitigation actions

Risks	Potential Adverse Impact	Likelihood <i>(Low/Medium/High)</i> Severity <i>(Acceptable / Tolerable / Undesirable / Intolerable)</i>	Mitigating Actions
R1. Change in leadership or replacement of staff in the lead project team	Delayed implementation, slow to action or decreased interest/priority in the project	Likelihood Medium Severity Undesirable	M1. A multi-person core team for streamlined transition and possible backup
R1. Resistance to Change	The government may face resistance from ministries and public servants who are accustomed to traditional processes.	Likelihood High Severity Undesirable	M1. Implement a change management strategy M2. Have outreach and communication strategy to highlight the benefits of innovation M3. Involve all relevant government entities in consultation and decision-making
R2. Bureaucratic red tape	Cumbersome bureaucratic process may slow down decision-making and implementation	Likelihood Medium Severity Undesirable	M1. Engage relevant ministries early and secure buy-ins
R3. Budget constraints in the government to implement the new policy and/or institutional framework	Limited budget allocation to implement initiatives or technologies needed	Likelihood High Severity Tolerable	M1. Focus on establishing a strategy and putting a framework in place M2. Explore public-private partnerships for future initiatives

3. Monitoring and Evaluation

The project will be continuously monitored and progress will be reported by DPIDG/UN DESA biannually. A proactive action will be taken to identify challenges ahead of time and take corrective action, as necessary, which may entail revisiting planned activities and updating the project management plan and timeline, with the ultimate goal of meeting the project objectives within the expected timeframe.

A survey will be conducted at the beginning of the project to set the baseline and data will be collected after each activity to measure progress and the building of the participants' capacity.

M&E Certification		
I confirm my entity has set a monitoring mechanism for the collection, review and analysis of data as stated in each indicator of the approved project's logframe	☐	
I inform my entity has not set a monitoring mechanism for the collection, review and analysis of data as stated in each indicator of the approved project's logframe	☒	<i>Survey will be conducted prior to capacity development activities to set the baseline, followed by the post-evaluation to assess the changes. Data collection and processing will respond to the realities of each target country and will seek to systematize its collection while preserving the accuracy and timeliness of the information to enhance monitoring over time.</i>

The terms of reference of the evaluator will be shared with the Management Unit of the Sub-Fund at the beginning of the last year of the project life before initiating the search and selection of an evaluator. The evaluator will be debriefed by the Management Unit of the Sub-Fund among others.

The evaluation should adopt a rating system to score the performance of each criterion. If another system is used, the evaluator will assist with the equivalence to the below:

Rating	Description
Highly Satisfactory (HS)	<i>The project performed well overall against a particular evaluation criterion with no short comings.</i>
Satisfactory (S)	<i>The project performed well overall against a particular evaluation criterion with but had minor short comings.</i>
Moderately Satisfactory (MS)	<i>The project performed moderately well against the particular criterion (performing satisfactorily against almost half of the evaluation questions) and has short comings and room for improvement.</i>
Somehow Satisfactory (SS)	<i>The project performed poorly overall against majority of the evaluation questions and there is need to take steps to improve the project aspect being evaluated.</i>

Not Satisfactory (NS)	<i>The project performed poorly in almost all the evaluation questions and there is need for immediate and significant changes to be made to improve project outcomes.</i>
Unable to Assess (UA)	<i>The available information does not allow an assessment of the level of outcome achievements.</i>

To the extent possible, the evaluator will summarize the findings in logical fashion using the Sub-Fund template (annex 6, Guidelines) as reference.

Evaluation Title	Type	Timeframe	Budget in USD\$ (as per detailed budget)
Mid-term assessment on evaluability	Internal or External	4Q 2025	10,000
End-of-project evaluation	External	4Q 2027	25,000

4. Management and Coordination

The United Nations Department of Economic and Social Affairs will be the main entity facilitating the implementation of the project.

The UN Resident Coordinator's Office (UNRCO) will be fully engaged to seek advice, ensure the alignment of the project with the UN Sustainable Development Cooperation Framework, to create synergies with existing activities in the country whenever possible and accelerate the achievement of the SDGs. In particular, the RCO's involvement and advice will be sought in identifying the most relevant government agencies for the project. As soon as the structure of the project is approved, the RCO and the relevant government agencies in each target country will be consulted and engaged.

The proposed project will be managed by DPIDG/UN DESA in close collaboration with the national government in each target country. The ministry or government entity with the mandate to promote public sector reform or innovation efforts will be identified as the focal ministry. The project team will seek the collaboration of the focal ministry to facilitate the involvement of relevant stakeholders, including related ministries, departments, academia, training institutes and civil society.

UN DESA will propose to establish a formal agreement with the government through the exchange of letters.

UNDP country offices will be invited for active participation, especially the UNDP Accelerator Lab⁶ in the target countries.

The RCO will be invited to provide feedback on the national baseline study and the national workshops.

⁶ UNDP Accelerator Labs <https://www.undp.org/acceleratorlabs>

IV. SUSTAINABILITY

The project aims to be sustainable with lasting impact even after the completion of its implementation. The project will seek to build on and contribute to, where appropriate, a national development plan or national sustainable development strategy so it is incorporated into the long-term development goal of the country in the attainment of the SDGs. In the case of where the country adopts an institutional framework such as the innovation unit, the project interventions will be anchored in relevant government ministries and agencies, to ensure longer-term impacts of capacity-building activities.

To ensure continuity and sustainability, the project will focus on institutional capacity-building efforts in each target country and will encourage a consultative approach to include all relevant ministries for their cooperation and buy-ins. It will also encourage peer learning and South-South cooperation to foster the transfer of lessons learned and best practices in public sector innovation at regional and global levels.

V. PUBLIC INFORMATION AND COMMUNICATION

The project will have a dedicated webpage for project management and engagement as well as for communication outreach. In case of major activities, including workshops and events, they will be included in the DPIDG/UN DESA's calendar. It will acknowledge the project and the 2030 Agenda for Sustainable Development Sub-Fund under the UN Peace and Development Fund.

In order to facilitate the sharing of experiences and learning, the project will develop an electronic platform (e.g., Moodle platform) to share the technical and capacity building material produced under the project with project participants in target countries and peer countries.