

UNDP Malawi Governance Portfolio

Project Concept Note : The Public Sector Innovation Initiative

Executive Summary

The Public Service in Malawi has over the years experienced deteriorating performance as evidenced in its challenges to deliver public services effectively. Citizens have expressed dissatisfaction over the performance of government in delivering critical services and observed the continued deterioration of service provision over the years¹. The inadequacy or lack of basic services (in other cases) is particularly acute in the rural areas where over 80% of the population resides. Consequently, the country rates poorly on several development indicators including the achievement of the MGDSIII and the Sustainable Development Goals (SDGs).

Over the years, successive governments have attempted to tackle this deficit. Through the Public Sector Reforms agenda, a solid policy framework for the implementation of reforms across the public service has been laid. Of particular note, the government passed the National Public Sector Reforms and Public Service Management policies in 2018 to guide the formulation, implementation, monitoring and evaluation of all reforms in the public sector. Recently, all ministries, departments, and agencies (MDAs) in the country committed to the achievement of certain reform areas under contracts co-signed by the President and Heads of the various MDAs. However, while some strides have been made towards putting the policy framework in place, the Public Service bill has not been passed in parliament. Consequently, implementation of various reform areas has not been effective, with most MDAs still performing below the average standard.

UNDP Malawi undertook a sensemaking exercise of the governance space² to identify the key governance challenges affecting public service delivery. The study found that poor public service delivery can be explained by deficiencies in all dimensions of government accountability. In particular, the horizontal accountability dimension of the governance space, which covers the interaction among MDAs in public service, has the following issues: Weak knowledge management and information sharing; weak coordination of innovation initiatives for continuous service improvement; ineffective learning and innovation; inadequate space for young people to contribute to new ways of thinking in the public sector; and silo working approaches across the MDAs.

The Public Sector Innovation initiative seeks to address the above challenges by enhancing the mechanisms, processes and structures for coordination, learning, innovation, and knowledge management in the public sector. In addressing these challenges, the initiative will facilitate continuous learning to promote coordination, innovation, and new ways of thinking in the public service. The initiative envisages to facilitate the institutionalization of

¹ Afrobarometer Dispatch No. 290, 2019. M. Bratton, J. Seekings, D. Armah Attoh

² Malawi Governance Report, 2020

sensemaking protocol as a learning and innovation tool for the improvement of public service delivery.

The initial stage of the initiative will involve tapping into local and global expertise to capacitate the government on the sensemaking protocol. This phase will also involve the identification of “change agents” within the public service that will be drivers of the initiative to lead on identifying the gaps and opportunities for learning and innovation. This team of change agents will champion the initiative in their respective MDAs.

The initiative will facilitate the establishment of coordination platforms across MDAs. These will include a technical committee and a steering committee. The technical committee will employ the sensemaking protocol and innovation tools to understand key public service delivery challenges and propose innovative solutions for experimentation within the MDAs. The committee will lead resource mobilization efforts, in collaboration with the relevant institutions, to support testing of the solutions through experimentation. Lessons from the experiments will be shared through digital knowledge management platforms. The committee will present the identified solutions as design execution briefs to the Steering Committee for approval and policy direction.

In the final stage of the initiative, the Steering Committee will review an evaluation of this initiative, to be reported by the Technical Committee, to determine if a fully-fledged project document should be developed for scaling up the project.

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Background

Governance in Malawi

Ineffective public service delivery across sectors is one of the key development challenges cited in the Malawi Growth and Development Strategy (2017-22). Recent reviews of government services provision have shown that besides recurrent challenges of weak capacities in ministries, departments, and agencies (MDAs), the public sector is not geared up or organized to take advantage of opportunities and innovations to improve its performance. There are no systematic platforms or arrangements for identifying, mapping, developing, and disseminating innovations and learnings towards improved public service delivery. Yet innovation is key for accelerated transformation of the public sector to realize development outcomes and achieve sustainable development goals. The efforts for improvement of the public sector have further been constrained by lack of innovative learning mechanisms that provide feedback on new ways of doing things and a lack of investment in staff training and digitized work processes.

Government has undertaken to pass legislation to provide the legal framework for inculcating learning, innovation and coordination within the public service for the improvement of public service delivery.³ The public sector management and public service reforms policies respectively, outline continuous improvement through research and innovation as being critical to the modernization of the Malawi Public Service for improved service delivery and effectiveness in the implementation of policies, programmes and initiatives. The policies further acknowledge that coordination and collaborated approaches within various MDAs can enhance the efficiency and effectiveness in the implementation of public sector reforms, and substantially contribute to public service delivery improvements and the achievement of MGDS III outcomes.

While some strides have been made towards putting the policy framework for improvements in the delivery of public services is in place, implementation and monitoring remains weak. This is contributed to by a lack of strong legal framework for innovation and learning. The country currently does not have a national Public Sector Innovation policy and the Public Service Bill that has been under review has not been completed and passed by parliament. Platforms and mechanisms for learning, information sharing and knowledge management within the public sector are less systematic and coordinated. This has resulted in different MDAs including departments within OPC, to work and operate using silo approaches. Institutionalized Sector Working Groups have not been functional, and this has led to the creation of parallel coordination structures that convene on adhoc basis as

³ The Public Sector Management Policy (2018-2022); The Public Sector Reforms Management Policy

technical working groups or task forces for specific emerging issues. While public sector reforms were introduced in the various MDAs through Performance Contracts, the overall performance of the public sector has not improved accordingly. Corrupt practices increased on top of poor service delivery, hindering the country's progress to meeting its development potential.

Governance Portfolio Rationale

In Malawi, the UNDP country office has been in the lead coordinating donor supported Good Governance and democratisation efforts. Its current Country Programme Document considers Good Governance as the core building block to ensure poverty reduction and sustainable development. It looks at Governance as a maximum multiplier effect on achieving the SDGs and a leverage point for development (UNDP 2018).

The reconstituted Governance Portfolio aims to articulate and dynamically manage a coherent governance portfolio as an accelerating and transformative intervention across structural dimensions which include climate, poverty, women and youth, leveraging distinctive and robust UNDP capabilities and values to induce accountable institutions, engaged civil society, and effective public service delivery.

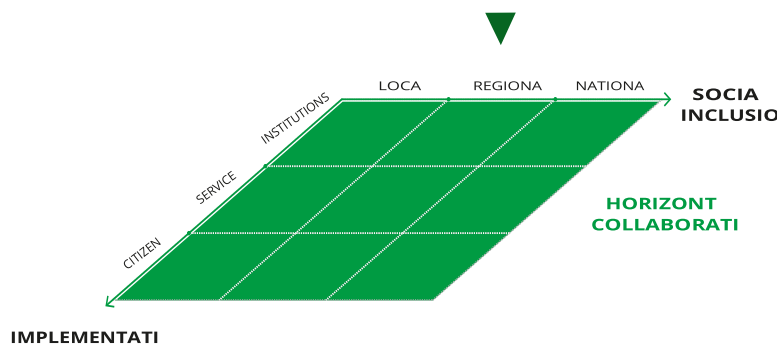
In the 2017 Root Cause Analysis, poor Governance was found to be one of the key root causes that prevented Malawi from achieving transformative change. Governance has also been one of the strategic pillars in the development agenda of Malawi's government (Malawi 2017). Placing Governance at the core of its strategy, it considers it to be the "the backbone for an efficient and effective public sector" and acknowledges the extent to which mind-set changes and behavioural shifts are needed to sustain profound transformations (Malawi 2017).

For the Government to address Malawi's development challenges, it will require contextualising development issues within the Governance space. The Governance problem space is framed using three constitutive elements: Social Inclusion, Citizen Participation and Policy Implementation. Governance is therefore defined as the means through which a human system establishes principles, rules and institutional mechanisms with which to determine the behaviour of its constitutive elements, the dynamics of interactions between them, the direction of and control from the whole system, to ensure its coherence and functionality.

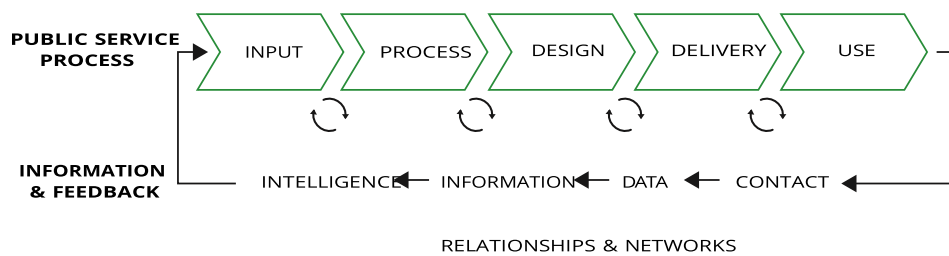
This initiative is designed based on the position of Horizontal Collaboration that addresses how the many functional parts and agents of the government and political system work in alignment with each other to ensure internal collaboration and coherence. From the three constitutive elements of Governance Space, the horizontal position focuses on Social

Inclusion and Policy Implementation. This perspective deliberately connects policy implementation with a Governance system’s capability to hold itself accountable across its functional and social divisions.

This initiative promotes horizontal collaboration that aims to interrupt “silo dynamics” through creating processes, protocols and spaces of interaction, communication, and learning. Learning here is configured as a repeated process of documenting and sharing information that would naturally connect diverse actors from the periphery and local levels, across functional divisions and even formal and informal spaces for the purpose of sharing relevant insights and inducing learning within and across government offices and officers. The learning and collaboration dynamics within the public sector will create ripple effects by feeding intelligence outputs into the parliament and other neighbouring Governance Spaces so that policies and their implications can be understood better. The figure below illustrates this type of relationship among governance spaces.



This Position builds immediate horizontal learning loops within the government that can multiply collaboration effects over time. It seeks to work with the Executive to articulate its mandate for the implementation of a permanent protocol of learning that can extract and exchange knowledge, generate intelligence and design solutions across the whole of government functions. Ultimately, the goal is to create a new backbone of horizontal collaboration and evidence-based policymaking in the Governance Space. Below is the pictorial presentation of the types of relationships and networks in the Governance space for the position of horizontal collaboration.



Initiative Rationale

The Public Sector Innovation initiative seeks to strengthen policy implementation by improving coordination within MDAs and of government with external partners while also seeking to institutionalise learning, innovation, and knowledge management.

The following are key challenges affecting collaboration and continuous learning and innovation within MDAs:

i. **Weak coordination of innovation initiatives for continuous service improvement**

Limited collaboration across MDAs, donors, and implementing partners has been prevalent with different sectors working in silos. Lessons learned by stakeholders are not being effectively shared with peers in their sectors. Most institutionalized Sector Working Groups have not been functional, except those financed externally, leading to the creation of parallel coordination structures that convene on an ad hoc basis as technical working groups or task forces for specific emerging issues. Common among such structures are inter-ministerial meetings. This is where officials meet to discuss the implementation of various sectoral programs, share knowledge, and officials can access information they are interested in from websites, and other public documents to better perform their work. Both donors and government have benefitted from such arrangements and prefer to operate outside the established Sector Working Groups (SWGs) that have been created to coordinate the joint planning, implementation, data management and M&E functions. In Government, most MDAs are part of the problem as they prefer to take all the credit on their own and wanting to plan and deliver on their own (with some donors that bring them resources even if it is not in priority areas). For development partners these structures allow them to pursue their support quicker as the SWGs are either not functional or do not convene systematically. Furthermore, a Steering Committee for Sector -Wide Approaches led by OPC has not been operational.

Following the introduction of Public Sector Reforms, coordination of activities to continuously review and improve services within the public sector have been limited.

Implementation of the Reforms was treated as a one-off initiative rather than a rolling process. Coordination mechanisms, therefore, need to be strengthened to support continuous learning and improvements within the civil service in an integrated fashion.

ii. Weak Knowledge Management and Information Sharing

Poor documentation is currently prevalent in MDAs with a lot of work processes relying on paper-based filing. This inhibits the sharing of policies, laws, innovations and learnings across MDAs and effective delivery of services. This is attributed to several factors. Firstly, while the responsibility for knowledge management rests in the Office of President and Cabinet through the Department of Human Resources Management and Development, in practice, this mandate rests with each government entity, through the establishment and use of documentation centres, websites and internet services. This essentially leads to decentralization of knowledge management leaving all government entities to devise their own mechanisms for this. There is no consistency /guiding policy for knowledge management for MDAs. Other entities still use paper-based knowledge management, while others have advanced to a digitized system. The Public Sector Reforms Management Unit (PSRMU) recently established a digital knowledge management platform to act as a repository of public sector policies and other strategic documents. This is the first of its kind but is unfortunately not regularly updated.

Secondly, there is a lack a policy and guidelines on knowledge management and information sharing that MDAs can align to. As a result, e-governance has serious constraints.

Thirdly, the gaps in knowledge management and information sharing can further be attributed to failure of government to effectively adapt to digital transformation. Digital transformation in Government is more than introducing technology into government institutions. It is a “global reform movement’. Therefore, digital transformation in government means a radical rethink of how government might work. It is a way of embedding “new ways of thinking, organising, and working into the public sector in order to modernise and improve its ability to solve public problems”. The sort of public problems that digital transformation can solve are the big picture government reform questions such as: how should we design this service so that it meets the needs of citizens? How can we design digital services in close collaboration with the people using them? What is stopping citizens from using our government service? During COVID-19, Governments have been forced to adopt digital service provision. In Malawi, the Ministry of Health introduced Mobile Medical Care through which COVID-19 related information and precautionary measures are provided to clients over the phone.

iii. Lack of consistent learning and innovation of the public service

The public service lacks systematic platforms for identifying new ways of reflecting on itself. The public service has not effectively learnt from both its internal and external spaces to improve service delivery. Within the public service, meaningful platforms have not been put in place to provide space for public servants to contribute towards identifying challenges and opportunities for addressing service delivery gaps.

The government introduced an internship programme in 2018 for recent graduates. The interns are attached to various MDAs and provide an opportunity for them to provide new ways of thinking. However, the interns have not been given meaningful space to deliver on this as well as on solutions mapping for the complex governance and development challenges beyond filling the human resource gaps in the public service. It is therefore important that deliberate efforts are undertaken to maximise on the available opportunities for the creation of a pool of young professionals using the available internship programmes. The youth that provide a demographic dividend due to their large numbers are a resource for digital transformation. The youth of today make up the digital generation that think digital and operate digitally if they have access to adequate technology.

Skills and knowledge gaps identified from the systematic platforms require suitable public service training institutions. The Staff Development Institute (SDI) and the Malawi Institute of Management (MIM) are the two training institutions for government. However, due to capacity and funding constraints, they do not operate effectively by conducting trainings for civil servants. For their sustainability, they have introduced other courses including post-graduate courses that have made the institution lose track of their legal mandate. They also do not do much research whose results can inform government planning, policy formulation and implementation of projects and programmes - nor do they introduce new courses for civil servants to respond to emerging issues in Government such as anti-corruption. The learning process has been limited to individual trainings without linkages of personnel learning and development goals to organizational capability needs and performance. To make improvements on this, the training institutions need capacity for orienting the government on innovation methods such as solution mapping, horizon-scanning, experimentation, systems thinking and sense-making that would produce intelligence for a more dynamic civil service.

Intent/Objectives

The initiative aims to institutionalize sensemaking as a learning and innovation tool for improving public sector performance and enhancing coordination.

Specifically, the initiative will aim to:

1. Establish a coordination mechanism for public sector learning and innovation.
2. Strengthen the use of digital knowledge management platforms for consolidating and sharing learnings, policies, laws, and other documentation that will be the backbone of innovation and transformation in public institutions.
3. Promote South-South Cooperation for public sector innovation.

Learning Goals & Layering Effects

There are transformative governments, public sector and policy innovation labs around the world that have introduced change dynamics by bringing different agencies together to come up with creative solutions, driving the collaboration and experimentation that is often sorely lacking in the public service. However, these labs too often work in a vacuum. The Public Sector Innovation initiative will be established within the public service with close collaboration between the Department of Innovation, Science and Technology and PSRMU as the two units have the mandate to coordinate the development, implementation and monitoring of all reforms, resource mobilization and management for all reform activities, including the exploration and testing of improvements and innovations across the public sector. The public service will need to innovate if it is to be effective.

Coordination Mechanisms

The Public Sector Innovation initiative will introduce sensemaking and innovation tools by facilitating the establishment of platforms for coordinating innovation across MDAs. The platforms will include a Technical Committee and a Steering Committee.

In the initial stage of the initiative, a systematic and merit-based process will be conducted to identify change agents from key MDAs. The change agents will be a cross-cutting team of civil servants that will champion innovation activities within their respective MDAs and will report to the Technical Committee. To be selected, they will demonstrate their interest and ability to collaborate across silos to understand key challenges affecting delivery of public services and identify potential solutions for addressing those challenges.

The Technical Committee will work with the change agents to conduct sensemaking sessions and apply innovation tools.

Sensemaking is a structured process of extracting insights from relevant stakeholders to improve an organisation. For the public service, the sensemaking sessions and innovation tools will be applied to understand key challenges affecting public service delivery.

In addition to sensemaking, other innovation tools to be applied will include, but not be limited to, solutions mapping, ethnography, horizon scanning, design thinking, collective intelligence, portfolios of experiments, and systems thinking. Appropriate tools will be applied depending on specific cases.

Once potential solutions have been identified, the Technical Committee will mobilize funds and resources to iteratively test them, using experimentation, to confirm whether they are working solutions or not. Resources will be mobilised through relevant MDAs and development partners to support experimentation of the solutions in their environments. Potential solutions to improve services of a specific department or agency will have to be tested in that agency, for instance.

In the final stage of the initiative, an evaluation will be conducted to determine if it should be scaled-up into a full project. If evaluation results are satisfactory, the Technical Committee will present the findings to the Steering Committee for approval to develop a fully-fledged project document for scaling up the initiative.

Knowledge Management and Sharing

Reflections and reviews from the sensemaking and experimentation activities will generate lessons and insights that will be applicable to other MDAs. To promote accessibility of the lessons, they will be shared through digital knowledge management platforms. The platforms will include the digital knowledge management platforms established by PSRMU.

The initiative will also facilitate consistent documentation and knowledge sharing among MDAs by introducing a policy and a set of guidelines to address these inconsistencies. The change agents within the MDAs will help to institutionalize these guidelines and ensure all MDAs align to them.

Strengthening of the digital knowledge management platform will be an opportunity to adopt digital transformation across MDAs. While digitization covers converting documents and systems from paper-based to electronic formats, digital transformation will involve integration of digital technology in key areas of public service processes to fundamentally improve efficiency of the services.

For the civil service to apply the digital transformation, sensemaking and innovation tools, they will need to offer specialised training from SDI and MIM. These training institutions will introduce customized courses for Malawi's public service to address these capacity gaps. UNDP's Accelerator Lab team will also provide on the job mentorship on the innovation methods the change agents and Technical Committee members.

Lastly, the initiative will capitalize on the internship programme to address human resource gaps in the civil service while offering jobs to young recent graduates.

This initiative will, therefore, improve documentation, introduce policies, and apply digital transformation to improve knowledge management and information sharing for effective public service delivery.

Promoting South-South Cooperation

Innovation within public service has already been introduced by governments in other countries. The Technical Committee will keep engaging with other public sector innovation labs in other developing countries that are facing similar challenges as Malawi. These engagements will ensure that applicable lessons that can be adapted to Malawi's environment are utilised while avoiding copy-and-paste of the solutions. Similarly, Malawi's lessons and solutions will be shared with public sector innovation colleagues in other countries. Through this south-south cooperation, Malawi's public service innovators, change agents and young graduates will gain exposure that will have a huge impact on their careers and the delivery of public services.

Program Value & Development Effects

The Horizontal Collaboration takes the public servant to where a governing system interacts with and is structured by the interests of the citizens, to contribute to Governance dynamics and effects by strengthening the social contract and the accountability that connects and bonds political representatives with their constituencies, the people of Malawi. The blueprint on public sector innovation program provides value through production of:

- Operating Models
- Implementation Models
- Learning Effects
- Governance Effects
- Risks

The proposed public service programme will introduce an Innovation Lab to the Government to coordinate the continuous improvement of government services across ministries, departments, and agencies of the government through more accountable and effective public sector institutions that fully adopt digital transformation. As a strategy, digital transformation will innovate public service delivery and produce long-lasting effects on the citizens. With digital transformation operating through multiple channels, mobile services will facilitate access to services.

Implementations in other countries

Similar initiatives have been tested at different scales in various countries. The UNDP Insider's Guide compiled by FutureGov provides useful insights.⁴ Generally, the guide outlines that countries have undertaken and graduated from three transitional steps: from the seed to the start-up and then to the scale-up stage. At the seed stage there is usually no formal governance structure. The initiatives for innovation are driven by a few motivated people, that are excited by new methodologies. The focus is on demonstrating the results attained by adopting new methodologies or new ideas or ways of doing things. The achievements of the seed stage are then used as a case to start the process of establishing a formal platform for innovation. In the start-up stage, government builds up momentum and a compelling narrative through, partnerships and a portfolio of experiments, based in a physical space. Government usually undertakes several exemplar projects in different policy areas and mobilizes resources from partners. If significant results are attained from this stage and government has mobilized adequate financial human and financial resource, it can now scale up into a full out-grown physical space. The physical space has a formal governance structure.

Armenia for instance, started with identifying the key service delivery challenge as health care. It then established broad engagement platforms for both citizens and public servants. The platforms then grew to become platforms for public dialogue and idea incubation platforms for government. Under the citizen incubation platform, an innovation coordination platform called Kolba Lab was established. The platform run a series of innovation challenges to crowdsource solutions to social problems. The creators of the best solutions worked with government to help them turn their ideas into ventures to deliver growth and impact.

Under the idea incubation platform for public servants, a similar challenge called Inno4Dev was conducted. This were a series of competitions to gather civil servants' ideas for strengthening citizen engagement with Government. Examples of these competitions included asking government department to put forward ideas to optimise internal business processes and create new links with citizens. The competitions came out of Armenia's first Public Sector Innovation Week: a series of dialogues and workshops across Government.

In Singapore, an Innovation Lab has been running for over six years under the Prime Minister's office. The lab was set up to transform public services into seamless, connected, and user-friendly for all.

In South Africa, the Centre for Public Service Innovation was established under the Ministry of Public Service and Administration to develop innovative, sustainable, and responsive

⁴ Growing Government innovation lab: An Insider's Guide, FutureGov, UNDP,

models for improved service delivery. It was initially established in 2001 and later relaunched in 2008. The centre collaborates with South Africa's National School of Government for capacity building of civil servants, Gauteng Province's Innovation Hub in identifying and testing solutions.

In Brazil, GNova was established as an innovation lab in 2016 following a partnership between the country's National School of Public Administration (ENAP), Ministry of Planning, Development and Management, and the Government of Denmark. Located under ENAP, GNova aims to use innovation as a systemic and transformative practice in the public sector by developing innovative solutions in projects with federal government institutions so that the public service can respond more efficiently to the demands of citizens.

Other similar implementations are running at government level in Brazil and at municipal level in Da Nang, Viet Nam, and Quito in Ecuador.

Initiative Execution Structure & Resources

Learning from other countries that have implemented similar initiatives, three types of players are critical for successful implementation of innovation in government. These stakeholders include the Facilitator, the Driver, and the Bureaucracy Hacker. These roles may be played by a multiple or a single stakeholder.

The Facilitator

This role will be carried out by UNDP to facilitate the entire process for the implementation of the initiative. UNDP will perform the function of a convener by bringing together the different stakeholders. UNDP Malawi will tap in from its networks to bring in global expertise from the UNDP and beyond to enrich the experience and expertise of the innovation coordination platform. UNDP will also provide mentorship to the innovation coordination platform on sensemaking tools for learning and innovation.

The Driver

The first stage of the initiative will involve identifying a few motivated public servants that are driven for change, selected on a meritocratic basis. These individuals will then become champions of innovation within the public service and drivers of this initiative. These individuals will form an Innovation Coordination Platform that will lead on the identification of gaps and solutions of key service delivery challenges. The Platform will facilitate the identification of some ideas or solutions for testing in selected MDAs. The platform will be led by The Ministry of Economic Planning and Public Sector Reforms, Public Sector Reforms Management Unit (PSRMU). The Unit will be the implementing partner of the initiative in line with its mandate for coordinating the formulation, implementation, monitoring and evaluation of public sector reforms. Some initial seed funding will be provided by UNDP for the experimentation. The PSRMU will work hand in hand with OPC, the department of Innovation as a key responsible party in leading and driving the initiative.

The Bureaucracy Hacker

Learning from other countries that have implemented similar initiatives, the identification of a “bureaucracy hacker” has been critical for successful role out. These are individuals who know how to sidestep bureaucracy and hierarchy to get things done as empowered by their establishment. In line with its mandate, OPC, the Department of Innovation will chair the Public Sector Innovation Steering Committee to facilitate buy in for rolling out the initiative including the experimentation of identified solutions across the MDAs. The steering committee will comprise senior government officials and will be responsible for providing overall coordination, guidance, and oversight to the project.

Core Team

UNDP Governance portfolio project team, UNDP Accelerator Lab, UN Volunteers, The Ministry of Economic Planning and Development and Public Sector Reform, Public Sector Reforms Management Unit, OPC, Department of Innovation

Other Key Stakeholders

Ministries, Departments and Agents (MDAs): Ministry of Information, e-Government; Ministry of Labor; Ministry of Gender, Community Development and Social Welfare; Ministry of Education, Science and Technology; Ministry of Sports, Youth and Culture; Ministry of Local Government and Rural Development; Ministry of Civic Education and Unity; Ministry of Health, Ministry of Agriculture, Ministry of Transport and Public Works, Ministry of Energy; Private Public Partnership Commission; National Commission for Science and Technology (NCST), National Council for Higher Education (NCHE); National Planning Commission (NPC); Performance Evaluation Department (PED); Department of Human Resource Management and Development; Staff Development Institute (SDI); Malawi Institute of Management (MIM)

The roles of the MDAs will be as follows:

- i. Undertake sensemaking to identify key challenges and possible solutions for effective public service delivery in respective institutions
- ii. Contribute to identification of innovative approaches for improving public service delivery
- iii. Implementation/experimentation of innovative approaches for improving service delivery in respective institutions
- iv. Documentation of lessons learnt in the implementation of innovative approaches in respective institutions for sharing with the Innovation Coordination Platform and other MDAs

Application of sense-making protocol as a continuous learning tool for public servants

Academia: Malawi University of Science and Technology (MUST), Chancellor College, Polytechnic, Lilongwe University of Agriculture and Natural Resources (LUANAR), Mzuzu University, TEVETA

The involvement of the public universities to this initiative shall be through the Public Universities' Innovation Coordination Team. Specifically, the IC- Team will have the following functions:

- I. Form part of the Innovation Coordination platform to undertake sensemaking for the identification of innovative approaches for improving public service delivery in line with the gaps identified by the Lab
- II. Undertake research and experimentation where necessary for evidence-based solutions for public service improvements
- III. Develop models for effective public service delivery to be experimented and rolled out by a relevant MDA in collaboration with the Innovation Coordination Platform

IV. Provide interns/fresh graduates that can work with MDAs to test solutions

Development Partners: European Union (EU), Irish Aid, JICA, Royal Norwegian Embassy (RNA)

The roles of the Development Partners to this initiative will include:

- i. Co-financing of public sector innovation interventions
- ii. Advocacy/Lobbying with Government on the adoption of innovative approaches to public service management

UN Agencies: UNICEF, UNV

Other Non-State Actors: Private Sector, Civil Society

Their roles of NSAs will include:

- i. Participate in sensemaking and contribute towards the identification of gaps and solutions for effective public service delivery
- ii. Provide space for citizen engagement and idea incubation for effective service delivery
- iii. Provide oversight mechanisms for monitoring the adoption of dynamic principles in the public sector