

GOV2GOV TAKEAWAYS BOOKLET

COHORT-BASED LEARNING TRACK

COHORT-BASED LEARNING TRACK

The Gov2Gov Innovation Incubator was designed as a collaborative space for public sector innovators to tackle complex challenges through peer learning, cross-border collaboration, and structured problem-solving. To get additional details on this incubation process, please take a closer look [here](#).

The overwhelming response to initial Call for Challenges, with over 72 submissions from around the world, highlighted a strong demand for engagement beyond the selected teams for the main incubation programme. To harness this momentum, we introduced a cohort-based learning experience for teams that were not selected but still eager to share their challenges, exchange insights, and explore solutions together.

Through a structured methodology (see *the Methodological Appendix*) anchored in peer exchange and practical problem-solving, we emphasized collective knowledge-building, and the identification of new ways of working. The sessions enabled participants to access shared resources, discover opportunities for collaboration and strengthen their innovation capabilities.

Each session produced a two-pager document, compiling the main ideas and insights discussed while sharing valuable resources among participants. This Booklet aimed to compile all the outputs produced as a result of this track in order to consolidate and disseminate the learnings generated throughout the programme.

OUTLINE OF SESSIONS

- SESSION 1:** How might we encourage open experimentation in the public sector?
- SESSION 2:** How might we facilitate cultural transformation within organisations to cultivate a thriving environment for innovation?
- SESSION 3:** How might we encourage citizen involvement in decision-making via innovative methods and platforms?
- SESSION 4:** How might we improve policy decisions through better evidence-based policymaking?
- SESSION 5:** How might we scale successful digital public services to reach more people and maximise impact?

TRACK IN NUMBERS:

5

THEMATIC SESSIONS

15

CHALLENGES

9

EXPERTS

26

GOVERNMENT TEAMS

RULES OF ENGAGEMENT

To ensure that all sessions ran smoothly and efficiently, participants collaboratively established a set of **Rules of Engagement** to foster the best possible learning environment. By co-creating them, everyone developed a shared sense of ownership and commitment, making the sessions more inclusive and effective. Establishing these guidelines was crucial as they promoted a positive atmosphere where all voices were heard, ideas were valued, and learning thrived.

1 PREPARE FOR MEETINGS

Take time to review the meeting's agenda and any background reading material before the session so that you can contribute more effectively to the sessions.

2 USE TIME WISELY

Respect the meeting's schedule and be punctual. Share insights during designated times or use the meeting's chat for additional ideas.

3 BUILD A SAFE SPACE

Ensure everyone feels comfortable sharing their opinions. Respect others' viewpoints, challenge ideas - not people, and make room for those who haven't spoken yet.

4 SAFEGUARD THE DISCUSSION

Follow Chatham House rules; i.e. participants are free to use information from the discussion but are not allowed to reveal who made any particular comment. Keep any sensitive information shared confidential and do not share it outside the session. Meetings won't be publicly announced.

5 KEEP AN OPEN MIND

Approach these sessions with a willingness to consider different viewpoints and methods. Engage in active listening, value new perspectives, and practice empathy throughout.

6 TAKE AN ACTIVE STANCE

Seek to share your insights and experiences from your team's work. Participate actively in the session activities and learn from others' experiences. When contributing, use concrete examples from your own experiences to illustrate your viewpoints.

7 SUPPORT KNOWLEDGE GENERATION

Approach these sessions with a willingness to consider different viewpoints and methods. Engage in active listening, value new perspectives, and practice empathy throughout.

8 TRACK LEARNINGS AND PROGRESS

Seek to share your insights and experiences from your team's work. Participate actively in the session activities and learn from others' experiences. When contributing, use concrete examples from your own experiences to illustrate your viewpoints.

9 PROVIDE FEEDBACK

Your input is crucial for session improvement. Expect post-session surveys to share ideas for enhancing future sessions. Contact us at Incubator@oecd.org with suggestions for improving the programme.

10 ENGAGE BEYOND THE PROGRAMME

Government teams can connect with each other outside of the program. The program team will facilitate contact details with prior consent from participants.

1ST SESSION TAKEAWAYS

OECD GOV2GOV INNOVATION INCUBATOR - COHORT-BASED LEARNING TRACK

3RD OCTOBER 2024

HOW MIGHT WE ENCOURAGE OPEN EXPERIMENTATION IN THE PUBLIC SECTOR?

Open experimentation in the public sector is essential for fostering innovation and improving public services. By encouraging a culture of testing, prototyping and experimenting, governments can explore new solutions to complex challenges without fear of failure. Moreover, open experimentation also allows for diverse perspectives, fostering public trust and creating more inclusive, effective policies that better serve society. At OECD, we encourage governments to foster safe spaces for experimentation, which are inclusive and engage with both citizens and policy makers to drive better public value.

- **R&I and Rural Innovation:** Sarah Honeybone, from Innovate UK, brought their challenge on rural innovation, specifically how to leverage the existing R&I system to better support rural innovation and productivity growth.
- **Innovation Lab - building an inclusive safe space:** Anca Paiusescu, from the General Secretariat of the Government in Romania, presented their challenges on diversifying collaborations with innovation partners while promoting a safe space for experimenting.
- **Innovation capacity to foster cross-sector collaboration:** Mónica Martins, Maria João Neves and Silvia Ferreira from Institute of National Administration in Portugal, spoke to us about their challenge of capacitating public officials with essential skills to embrace transformation and facilitate cross-sector and cross-organization collaboration.

Expert's insights: Claudio Nichele



Experimentation is like baking a cake, but with a twist: you're following a recipe no one has ever tried before. And you're not baking alone—you're working with others who may not speak the same language or share the same approach. The kitchen, in this case, must be a safe space, where no one is afraid to fail, because failure is a natural part of the process. It's essential to create these trust spaces, where people feel comfortable coming together to experiment and explore new ideas.

LEARNINGS AND TAKEAWAYS

Experimentation is important but can be often times misunderstood and seen as unnecessary. Projects which involve a higher risk of failure and uncertain results can have a hard time collecting political support and funds. Therefore it is important to:

- **Set a clear vision:** Establish specific goals and ensure everyone understands the desired outcome.
- **Communicate clearly and openly:** It is important to communicate the vision clearly with all stakeholders in order to engage everyone in the experimentation process since the beginning.
- **Balance short-term and long-term goals:** Align quick wins with broader, long-term objectives to maintain momentum.

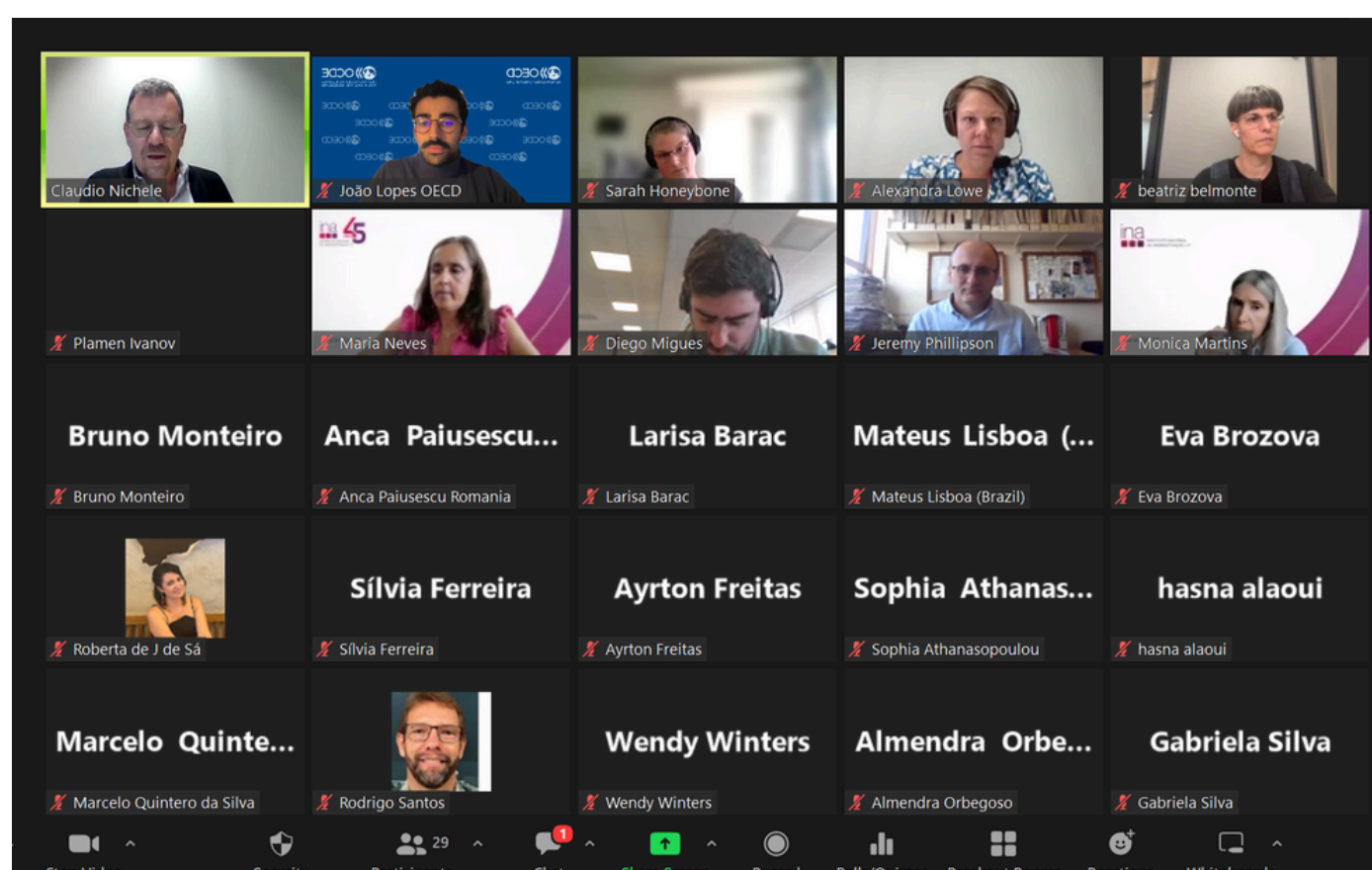
Experimentation is a way of learning through failure. However, the benefits of experimentation might be hard to capture. To tackle this you may want to explore:

- **Go beyond traditional KPIs:** Traditional KPIs often miss the broader benefits of innovation, focusing on short-term outcomes and risk avoidance. Instead, measure learning, adaptability, citizen engagement or long-term policy impact to fully capture the benefits of experimentation.
- **Learn from the process:** Reflect on what worked and what didn't. These insights are crucial for building internal capacity and improving future projects.

Experimentation is not a solo effort. At its core are diverse stakeholders—users, partners, civil society organizations, and academia. They are key partners to ensure broader perspectives and stronger outcomes. For this you can:

- **Explore human-centred design methodologies:** these can enable an effective to translation of research and information from communities into actual policies.
- **Involve communities “where they are”:** local communities need to be at the center of the design and lead the implementation of policies being implemented which have a direct impact on them.

SESSION'S POSTCARD



#2 SESSION TAKEAWAYS

OECD GOV2GOV INNOVATION INCUBATOR - COHORT-BASED LEARNING TRACK

7TH NOVEMBER 2024

HOW MIGHT WE FACILITATE CULTURAL TRANSFORMATION WITHIN ORGANISATIONS TO CULTIVATE A THRIVING ENVIRONMENT FOR INNOVATION?

Cultural transformation in public sector organizations is a cornerstone for fostering innovation. Many innovation challenges - whether related to experimentation, human-centered services, or evidence-based practices - often stem from barriers rooted in organizational culture. These barriers can manifest as rigid hierarchical structures, risk-aversion and lack of collaboration. By embracing cultural change, public sector entities can cultivate an environment that prioritises experimentation, cross-departmental collaboration, and a willingness to learn from failure. This shift not only accelerates the implementation of innovative policies and technologies but also empowers organizations to respond more dynamically to the evolving needs of citizens.

In this second session of the cohort-based learning track of the [OECD Gov2Gov Innovation Incubator](#), we welcomed two speakers to share their innovation challenges in this area:

- **Customer-centric culture:** **Hasna Alaoui**, from [Caisse Marocaine de Retraites \(CMR\)](#), brought their challenge on establishing a customer-centric organisational culture in the Moroccan Retirement Fund.
- **Transformation on a strategic level:** **Laurien Moes**, from [Nido Innovation Lab](#), presented their challenges on how to encourage civil servants and public managers to innovate, namely to integrate innovation on a strategic level within and between public administrations.

Expert's insights



Jenny Engström

Vinnova
Innovation Strategist

"Without an innovation strategy in place, organisations are less likely to achieve innovation in their services. (...) The key is to make people feel responsible for creating solutions that go beyond their individual roles within the organization."



Steve Garrett

Sport England
Transformation and Data Lead

"Consequential change is best achieved through the culmination of many small, purposeful steps rather than one, big, sudden event. Recognise and record these steps to acknowledge how far you have come and to keep and build momentum for the next ones."

LEARNINGS AND TAKEAWAYS

Often a gap emerges between the decision making level and the reality of the daily activities.

However, closing this gap might mean heightened awareness of what it takes for innovation to happen (including resources) and creating a dialogue that may be an enabler for innovation. Therefore it is important to:

- **Co-build a strategy:** Collaborate with decision-makers to create a strategy rather than providing a pre-made solution. Facilitate discussions, assist in gap analysis, and help identify priorities aligned with their responsibilities.
- **Demystify what innovation is:** Recognize that the term "innovation" can be confusing, misinterpreted or just a buzzword. Facilitate discussions that balance debate with collaboration, emphasizing that innovation is not always technological, it deals primarily with a human-centric focus.
- **Start with needs:** Focus on immediate organisational needs, and build on small successes to create momentum.
- **Highlight best practices:** Identify, spotlight and support innovation champions within the organization.
- **Celebrate innovation:** Organize events that allow people to share experiences and live first-hand the culture of innovation. Use these events as a platform to embed innovation into organizational practices.

People can often feel alienated or left behind during an innovation wave. Changes to routines and processes can feel intimidating, especially when individuals feel they have no voice in the process. To address this, it is crucial to:

- **Ensure a safe space:** Ensure psychological safety so employees feel comfortable expressing ideas and participating in broader innovation efforts. A safe space can be a very concrete area to engage in practice with innovation, where public servants can try and eventually fail, but at a controlled scale - and always learning from there.
- **Provide time for cross-organisational learning and innovation:** Create opportunities for employees to engage in facilitated discussions, specifically through safe spaces, around public sector challenges outside their usual work environment and responsibilities.
- **Promote shared responsibility:** Empower individuals to take ownership of solutions that extend beyond their specific role or organization – bridging the gaps.
- **Leverage multipliers:** Focus on empowering key individuals or groups who can help scale innovations and spread innovative practices throughout the organization.

ON THE SPOTLIGHT: CASE STUDIES

- **Sweden - Co-working space for public organisations** - Sweden's innovation agency Vinnova has financed two prototype co-working and innovation hubs named Samverket. Here public servants had designated time to collaborate across organisational borders and contribute to solving specific problems.
- **Japan - 20% rule** - Piloted in the Ministry of Environment, public servants dedicate 20% of their time to addressing broad and significant issues, with the freedom to choose which challenge they want to focus on. The initiative is spreading to other ministries and agencies.

RESOURCES

- **Playbook by Samverket** - a philosophical but practical guide to co-operation and innovative power in the public sector. [Available here.](#)
- **Innovation Playbook by Sport England.** [Available here.](#)

#3 SESSION TAKEAWAYS

OECD GOV2GOV INNOVATION INCUBATOR - COHORT-BASED LEARNING TRACK

16TH JANUARY 2025

HOW MIGHT WE ENCOURAGE CITIZEN INVOLVEMENT IN DECISION-MAKING VIA INNOVATIVE METHODS AND PLATFORMS?

Citizen involvement in public decision-making is crucial for encouraging greater levels of trust and participation. By harnessing innovative methods and platforms, governments can create new avenues to expand and improve the engagement of citizens, civil society organisations and other stakeholders in making public decisions more open, responsive, and trustworthy. These innovative interventions not only allow for a more diverse range of voices to be heard, but also serve to strengthen the legitimacy of decisions by making the process more transparent and collaborative. The OECD actively participates in the conversation of how public sector innovation approaches, including participation tools and frameworks, can bridge the gap between citizens and policymakers and renews trust in public institutions, helping to create more effective and responsive governance in the process.

- **Interoperability of data models:** Georgia Kokosi, from the Greek Ministry of the Interior/ Secretariat General of Public Administration brought their challenge on how to mitigate data and information management inefficiencies caused by isolated information management systems and heterogeneous data models.
- **Enhancing participation in open data initiative:** Anca Paiusescu, from the General Secretariat of the Government in Romania, presented their challenges on enhance public participation in the open data initiative and maximize the impact of data re-use at the citizen level.
- **Digital capacity in diverse territories:** Almendra Orbegoso fromfrom the Peruvian Laboratorio de Gobierno y Transformación Digital spoke to us about their challenge of promoting innovation and digital transformation across a diverse territory like Peru's 25 regional governments through the "Transformagob" program
- **Sustainability of LLMs for public services:** Pedro Masson Souza, from the ENAP – National School of Public Administration from Brazil shared their challenge of the sustainability of using A.I for public services, using the InfoChat case study.

Expert's insights: Yannick Müller (CityLAB Berlin)



"Collaboration and innovation can pave the way for more hands-on, inclusive and data-driven governance. (...) Each challenge underscores the power of collective wisdom and cross-border collaboration. Together, we're not just discussing the future of governance—we're shaping it!"

LEARNINGS AND TAKEAWAYS

Citizen involvement starts with citizen-centred design. User-friendly service design is crucial for encouraging and incentivising citizens to become more involved in decision-making. To achieve this you can:

- **Simplify communication:** Use plain, clear language in order to improve the accessibility of systems and processes.
- **Revisit the basics:** Don't overlook the importance of explaining simple concepts. Clearly explain the concept of open data, highlight what data can be shared and accessed, and emphasize its purpose as a tool to build transparency and reduce distrust. In a time of misinformation, it's relevant to showcase citizens where they can find trusted government data.
- **Use data responsibly:** Prioritize data privacy and security to ensure citizens feel safe when engaging with systems. Clearly explain how their data will be used and stored.
- **Help citizens to find trusted information:** In a time of misinformation, it's relevant to showcase citizens where they can find trusted government data. AI tools, such as chatbots, can be used to create systems that are intuitive and responsive, to support citizens to find relevant information.
- **Monitor interactions:** By monitoring and evaluating citizens' experience when accessing a service, governments can collect data and evidence to sustain more personalised responses to their needs.

Digital technologies can serve as an innovative avenue for citizen involvement in decision-making.

However, despite the growing adoption of these technologies, public organizations and officials are still adapting to their use. Among the challenges are public officials' lack of necessary training and mandates or the absence of engagement of key stakeholders. This can hinder the effective use of these innovative tools and limit their impact. To ensure these advancements are leveraged to their full potential, it is essential to:

- **Encourage capacity building for civil servants:** Provide training programs and resources to equip civil servants with the skills and knowledge needed to effectively use modern technological tools and systems.
- **Move beyond IT:** Digital transformation requires broader involvement beyond just addressing IT issues. It's essential to integrate policy expertise, human-design services and adopt sustainable approaches. To enable this, shared leadership is crucial—providing a framework that empowers leaders to guide and implement these processes effectively.
- **Emphasise continuous learning:** It is important to recognise that learning is not a one-time event, but instead an ongoing process. Regular workshops, refresher courses, and access to online learning platforms can help embed this practice. Additionally, encourage collaboration through government networks of public servants to share best practices. Promote diversity across regional governments and sectors, creating opportunities for mutual learning and bridging knowledge gaps.

CASE STUDIES & RESOURCES

- **Portugal - Technology Training and Interoperability** - The Institute of National Administration has promoted public AI training course for civil servants and interoperability of public administration. Available [here](#).
- **Germany - Innovative ways of involving citizens** - [The CityLAB Berlin](#) is reinventing how citizens contribute to local government's decisions through digital prototypes and open data initiatives. Their projects include [refreshment maps](#) to locate cool spots on hot summer days, tools to support [tree watering](#), platforms that highlight [free and discounted offers](#) for people on social benefits, and efforts to make [parliamentary documents](#) more accessible to the public.

#4 SESSION TAKEAWAYS

OECD GOV2GOV INNOVATION INCUBATOR - COHORT-BASED LEARNING TRACK

13TH FEBRUARY 2025

HOW MIGHT WE IMPROVE POLICY DECISIONS BY LEVERAGING BETTER EVIDENCE-BASED APPROACHES?

Evidence-based policymaking is essential for designing, implementing and delivering better policies and services. By embracing reliable data, tested methodologies, and best practices, which are the foundations of evidence-based policymaking, public sector actors become empowered to make better informed decisions. However, embedding evidence into policymaking is often challenging in practice due to institutional and skills gaps. Leveraging innovation can help governments overcome these barriers, enhancing their capacity for evidence-based approaches in the process. Strengthening this capacity for evidence-based policy-making is crucial for navigating and responding to the increasingly 'wicked' policy problems of the 21st century.



Markéta Kühnelová

Technology Agency
of the Czech Republic

Challenge on enhancing engagement in evidence-informed policymaking: How to strategically engage with funded applied research projects to enhance impact, refine project identification methods, and leverage collective expertise to maximize agency impact?



Lara Viana

Federal Ombudsman Office in Brazil

Challenge on gathering evidence: How Ombudsman units can be utilised to gather evidence on the quality and adequacy of public services for their users?

Experts' Insights:



Antonia Mochan

European Commission
Deputy Head of the EU Policy Lab

*"There is a need for a mindset shift for recipients of funding to be part of the community and having a responsibility. **Public money comes with public responsibility.**"*



Orlando Rojas

Laboratorio de Gobierno
Director

*"How to **use** and **produce** evidence is crucial. In this case, producing good evidence is the most challenging part."*

LEARNINGS AND TAKEAWAYS

For evidence-based policymaking to succeed, it is essential for governments to leverage robust data. Robust data allows governments to identify trends and evaluate the effectiveness of their interventions. To maximise the potential of both quantitative and qualitative data, governments can:

- **Focus on training strategies for public servants:** Equipping public servants with data literacy skills ensures they can effectively interpret and apply evidence in decision-making. Further, an emphasis on short-term, practical, and on-the-job training helps bridge immediate skill gaps and ensures real-world applicability.
- **Enshrine strong data governance habits:** Strong data governance prevents the siloing of data, resulting in the standardisation of data formats and the promotion of open data sharing across government, which is necessary for better evidence-based policy making.
- **Leverage experimental innovation and behavioral science:** By testing policies in real-world settings and understanding how people respond to interventions, policymakers can refine strategies, improve outcomes, and design more impactful, data-driven solutions.

Research and Development (R&D) is a well-established method for generating high-quality evidence to support policymaking. However, the impact of research findings can be limited by various barriers, including difficulties in accessing research findings due to cost, format or availability, or the disconnect between academic research and practical needs of decision makers. To effectively address this, it is important to:

- **Optimise the research's relevance:** Employ foresight techniques and strategic intelligence to enhance the relevance of research, adopting a forward-looking perspective (and not just an “archive” of evidence or insights). Integrate qualitative analysis with quantitative data to ensure a more holistic understanding of trends and challenges, and go beyond isolated or anecdotal data points.
- **Leverage the power of collective intelligence:** Encourage a mindset shift among funding recipients, highlighting the importance and need of sharing research findings with peers and policymakers. Establish working groups or collaborative spaces where grant holders can exchange insights, share learnings, and offer policy recommendations, to bridge the gap between research and implementation, ensuring findings translate into actionable policies.
- **Connect projects to broader networks to maximise their wider impact:** Take your insights beyond direct peers and policymakers, integrating projects into broader networks strengthens engagement, fosters collaboration, and enhances knowledge-sharing. This interconnected approach creates a more compelling narrative and supports the wider adoption of evidence-based policies.
- **Enhance policy communication:** Develop concise policy papers that highlight key findings and offer clear guidance for policymakers. Advocate for an evidence-informed rather than a strictly evidence-based approach, recognizing that decisions must sometimes be made despite incomplete data. At the same time, redesign reports to make them more accessible and understandable for citizens, incorporating storytelling or visual cues. Build a cohesive narrative around the findings to ensure clarity and impact.

CASE STUDIES & RESOURCES

- **European Commission- Technology Foresight | Knowledge for Policy** - systematic exercise for identifying emerging, disruptive and/or critical technologies, and to anticipate their potential future impact. Access [here](#).
- **Portugal - Capacity Programme in Public Policy** - qualified training in the field of Public Policy, aimed at managers and technical officials of the Public Administration (PA). Available [here](#).
- **Chile - Public Innovation Index** - The *Indice de Inovación Publica* is a measurement and innovation capacity-building service aimed at helping the state adapt to changing citizen needs and expectations through clear, simple evidence that guides decision-making. [Access here](#).

#5 SESSION TAKEAWAYS

OECD GOV2GOV INNOVATION INCUBATOR - COHORT-BASED LEARNING TRACK

6TH MARCH 2025

HOW MIGHT WE **SCALE SUCCESSFUL DIGITAL PUBLIC SERVICES** TO REACH MORE PEOPLE AND MAXIMISE IMPACT?

Scaling digital services is essential to reach more people and maximize impact. By prioritizing user-centricity and accessibility, governments and organizations can ensure that services are inclusive, efficient, and responsive to diverse needs. However, scaling presents challenges, including the need for robust digital public infrastructure to support increased demand and ensure seamless functionality, particularly in underserved areas with limited connectivity. Additionally, regulatory barriers such as (public) procurement of innovation can hinder the dissemination of digital approaches. Overcoming these hurdles requires investment in scalable technology, inclusive design, and policies to prevent and bridge the digital divide, ultimately fostering a more equitable digital ecosystem.



Wendy Winters
Western Australia Country
Health Service



Melissa Vernon
Western Australia Country
Health Service



Challenge on scaling and disseminating digital health innovations: How to overcome the challenge of scaling and diffusing successful healthcare innovations across a vast and diverse geographic area?"

Experts' Insights:



Can Arslan



Hira Hafeez-Ur-Rehman

*"Scaling digital innovations is about building **partnerships**. Thus, engaging the local community and local service providers can provide a crucial support network"*

UNICEF Office of Innovation Team

LEARNINGS AND TAKEAWAYS

Scaling digital innovations is not always straight-forward. Understanding which solutions will deliver the most impact requires solid approaches to decision-making and a good grasp of the relevant contexts. To improve this you can consider:

- **Use a Structured Approach:** A portfolio management approach helps organizations prioritise innovations objectively and avoid biases in decision-making. By defining clear criteria, such as impact and feasibility, organisations can make better informed choices about which innovations to scale.
- **Adapt to Local Contexts:** Scaling innovations requires a deep understanding of the barriers and opportunities of the deployment environment and local needs. Considering these from the start can improve outcomes. For instance, digital solutions for remote areas must be designed for low-bandwidth environments to ensure accessibility.
- **Plan Smarter:** Building a medium-term plan allows to break the innovation into smaller stepping stones. This approach transforms long-term goals into actionable short-term objectives, making progress measurable and adjustments easier.

Scaling innovation cannot be done alone. Scaling is a team effort which requires all relevant stakeholders to be on board. To effectively accomplish this, it is important to:

- **Leverage the ecosystem:** The [Innovation Ecosystem Model](#) emphasizes a collaborative environment where academia, industry, funders, policymakers, and entrepreneurs work together to drive innovation forward and scale innovative solutions.
- **Innovation Boards:** Establish an Innovation Board with high-level representatives from various sectors which meet on a regular basis to address bottlenecks of scaling innovations, whether it is data-sharing and interoperability or cybersecurity.
- **Leverage your partnerships:** Partner with academia, civil society organisations or companies to access resources and expertise. Identify hubs and initiatives that can support your goals. For instance, according to UNICEF, sectors like Education and Health are often employing solutions to address remote populations' needs and can share resources.

Creating an environment for testing digital solutions is essential for successful scaling. However, government services tend to need support for testing grounds, skills, resources. To tackle this, you can:

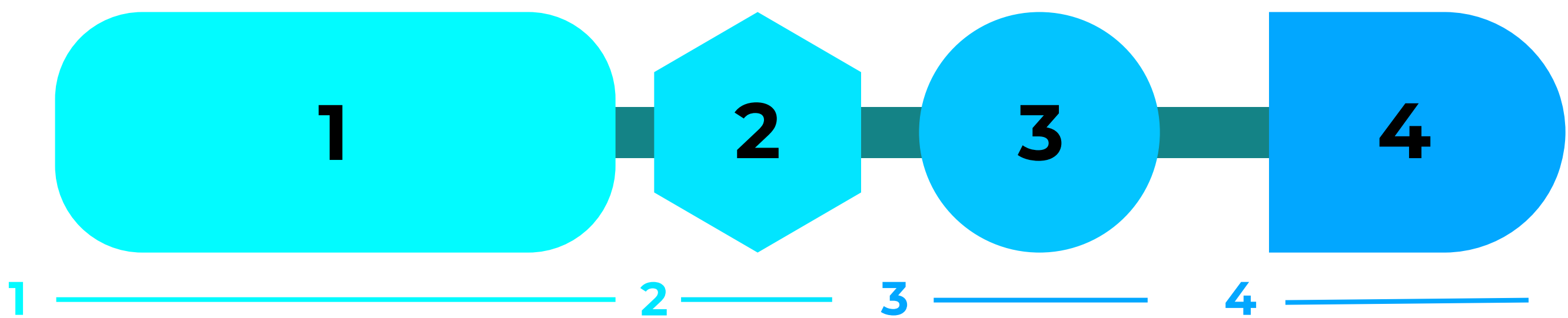
- **Generate evidence even in offline scenarios:** There is no need to rely solely on online digital sandboxes to validate the effectiveness of innovations. You can explore plenty of testing options that can extend, complement and go beyond online platforms and channels.
- **Use Alternative test-beds:** Setting up a dedicated digital testing environment can be resource-intensive. Leveraging existing platforms like [EBSI Wallet](#) or [GovStack](#) can lower barriers for new technologies, providing ready-made sandboxes to develop and refine scalable solutions.
- **Share sandboxes:** Identify organizations that already have regulatory sandboxes in place. Sharing these resources can accelerate testing, reduce costs, and streamline innovation efforts.

CASE STUDIES & RESOURCES

- **OECD - Report on Digital public infrastructure for digital governments** - [Access the report](#) on how shared digital systems can support the inclusive delivery of and access to public and private services.
- **UNICEF Office of Innovation - Framework to scale digital innovations** - UNICEF has based a framework based on impact, which enables prioritisation of innovations to scale. [Available here](#).
- **Finland- The Service Sandbox**- The Service Sandbox is a visual, playful, co-creation tool that allows individuals to explore digital services in a tangible and interactive way. [Available here](#).

METHODOLOGICAL APPENDIX

The five sessions followed a structured methodology, composed of four main stages which are broken down below:



1 Presentation of challenges: Teams present their challenges, why they are important, who is impacted; Finally, they ask how participants can contribute to support them.

2 Expert insights: Experts highlight key considerations, pointing out potential blind spots, and sharing lessons learned from similar challenges

3 Discussion: Individual group discussions on the specific challenges based on targeted questions moderated by challenge owners.

4 Share Out: Reflection moment where teams share their biggest takeaways and learnings from the session

GOV2GOV INCUBATOR TEAM

**Bruno Monteiro**

Policy Analyst, Cluster Lead "Innovation in Public Services"
Observatory of Public Sector Innovation
OECD Public Governance Directorate
bruno.monteiro@oecd.org

**Beatriz Belmonte**

Consultant
Observatory of Public Sector Innovation
OECD Public Governance Directorate
bbelmonte@betterpublicservices.co

**João Lopes**

Consultant
Observatory of Public Sector
Innovation
OECD Public Governance Directorate
joao.lopes@oecd.org

**Eliot Hall**

Intern
Observatory of Public Sector Innovation
OECD Public Governance Directorate
eliot.hall@oecd.org

This project and publication are funded by the European Union. Its contents are the sole responsibility of the OECD and do not necessarily reflect the views of the European Union.

