

ECONOMIC AND SOCIAL COMMISSION FOR WESTERN ASIA (ESCWA)

**GUIDELINE ON FOSTERING INNOVATION IN  
THE PUBLIC SECTOR OF THE ARAB REGION**

**Annex 1: Questionnaire on Examples  
of Public Sector Innovation Efforts in  
the Arab Region**



**UNITED NATIONS**  
Beirut

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# ANNEX 1. QUESTIONNAIRE ON EXAMPLES OF PUBLIC SECTOR INNOVATION EFFORTS IN THE ARAB REGION

## A. INTRODUCTORY NOTES

The United Nations Economic and Social Commission for Western Asia (ESCWA) is conducting consultancy-based research on Fostering Innovation in the Public Sectors of the Arab Region. The final report is expected to be made available during the last quarter of 2017. According to the approach taken in this research, *“In general, innovation is the implementation of a new way of achieving a result and/or performing work. It can be completely new, a change in to a current system, or something that already exists elsewhere implemented for the first time. This idea can be a product, service, policy and programme, or a process.<sup>134</sup> It can have as its focus new or adapted technologies, or technology for supporting other forms of public sector innovation. Innovation in the public sector differs from the private sector in that the focus is not monetary gain or greater economic success for a few. The objective of public sector innovation is to enhance the social welfare and economic growth of a country for a better sustainable future.”*

In order to better integrate this study with the current state of practice, feedback is sought from the public sectors of the Arab region concerning examples of public sector efforts for innovation as described above. The questionnaire at hand has been prepared in this respect, for circulation among public sector officials that may wish to provide such feedback, with regards to public sector innovation efforts that they have directly witnessed and/or been actively involved in. Priority is placed on public sector innovation efforts that have been realized recently (taken to mean from 2012 onwards), can now be considered as complete, and so much so with some successful impact according to the respondents’ own judgment. Still, examples of public sector innovation older than 2012 but of particular importance, or examples of innovation efforts only recently launched and currently under implementation, or examples of innovation efforts that may not have achieved the success expected but are considered to provide interesting lessons learnt, may be helpful for the study and are equally welcome.

Respondents are kindly invited to provide one or more such examples of public sector innovation efforts if they so wish, by documenting each one of the examples provided according to the structure requested below. All responses to this questionnaire will be treated according to the ESCWA and United Nations standards on protection of personal data, confidentiality and acknowledgement of contributions. All feedback gathered through this questionnaire will be taken under consideration for the study. To this end, all respondents are kindly asked to provide their feedback no later than the deadline requested by ESCWA, by returning this filled questionnaire directly by email to ESCWA according to the details mentioned in the relevant communication. We do thank you for your effort and time for completing and returning us this questionnaire. Your feedback is highly appreciated.

## B. PART A. YOUR OWN PROFILE

*Please provide the following brief information about yourself. Please kindly note that this information will be processed at an aggregate level only, without revealing any personal data. Apart from that, please note that all information gathered through this questionnaire will be treated according to the ESCWA and United Nations standards on protection of personal data, confidentiality and acknowledgement of contributions.*

**A.1** Please provide the name of your country.

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**A.2** Please provide your name, salutation and email address.

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<sup>134</sup> ECOSOC, 2006.

**A.3** Please provide your current affiliation with the public sector of your country.

a) Organization:

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b) Your position within this organization:

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**A.4** How would you describe your level of responsibility within your organization?

*Please select only one of the options below that best suits your current position.*

entry level	entry to middle level	middle level	middle to top level	top level
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**C. PART B. A PUBLIC SECTOR INNOVATION EFFORT THAT YOU WOULD LIKE TO REPORT**

In case you are providing more than one examples of public sector innovation efforts that you would like to report, please replicate this part as many times as necessary.

To ensure a common structure for the responses gathered, you are kindly asked to describe the effort you are reporting in the form of a story, by responding to the questions below along the usual who-where-when-what-why-and-how format.

In your response to each question, please feel free to be as detailed as you wish, and as concise as you can. In case you may need more space for responding to specific questions please feel free to do so, trying to limit your response to a maximum of 2 pages if possible (once each question is answered, you may wish to remove the accompanying instructions to free up space).

Please apply your professional and ethical standards to the open and fair description of all the facts and opinions that you wish to provide.

As a last point, in case that you may wish to refer to publicly available official documents that provide more detailed information about the example that you are reporting, please feel free to do so. In that case, please make sure that you do provide your own self-contained responses to all of the following questions, and then make any references to external documents that may be consulted for further details.

**B.1** Please provide the title of this effort.

*In case that you are reporting on an official project or programme, please provide the official title. Otherwise, please provide the title that was unofficially established for this effort, if any. Otherwise, please provide a short title of your own that you feel is representative for this effort.*

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**B.2** Who was it that realized this effort?

*Please provide information about the public sector agency that planned, decided and implemented this effort. In case that planning, decision and/or implementation were realized by different agencies, please describe accordingly. In case that any of these activities involved additional external actors or stakeholders (private sector, civil society, cross-country cooperations, multilateral development banks, international organizations, others) please describe accordingly.*

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**B.3** Where was this effort realized?

*Please provide information about the geography (country, region, city, municipality, other) across which this effort was implemented. Please note that the information sought here is not the location of the public sector agency responsible for this effort, but the entire geography which was covered by implementation. For instance, in case of a central government innovation that was centrally planned and decided, and then implemented in public agencies throughout the country, the information sought is that this effort was implemented across the whole country; in case of a local municipality innovation that was planned by the municipality, approved by a central supervising agency and then implemented at the municipal level, the information sought is that this effort was implemented locally in this municipality; and so on for any other case.*

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**B.4** When was this effort realized?

*Please provide information about the timeline (in terms of dates and durations) along which this effort was implemented. Calendar dates for the launch and completion of activities can be specified in a YYYY/MM format, no more accuracy is required. Time periods for the duration of activities can be specified in number of months.*

*In your responses below, please report the official data available for this effort. In any cases where the data required may not be available, please draw your answers from the best of your own knowledge.*

*In case that you are reporting an effort, which is currently ongoing, please provide the data that describe its realization up to present and leave the rest of the fields blank.*

	Launch date (YYYY/MM)	Completion date (YYYY/MM)	Duration (number of months; in case there were significant inactive intervals from launch to completion, please withdraw them from the estimated duration)
Planning			
Decision			
Implementation			

*In case you can provide some major milestones along which this effort was implemented, please do so together with an estimate of the date in which each one of these milestones was accomplished. In case more lines are necessary in the table below, please add as appropriate.*

Milestone <i>please describe briefly, in order of ascending accomplishment date</i>	Accomplishment date (YYYY/MM)

**B.5** Why was this effort undertaken?

*Please provide information about the rationale behind this effort. Was this effort undertaken to solve some specific problems? To improve some specific features? To meet some new needs? To comply with some broader policies or strategies? For some other reason?*

*Please note that the information sought here is not restricted to the officially stated objectives of the effort reported. These are important to know and, alongside them, it is equally important to know the down to earth practical reasons that the public sector who decided to undertake this innovation effort had in mind. Finally, it would be particularly helpful to differentiate, if possible, whether these reasons were related to problems, improvements, new needs, broader policies/strategies or some other factor.*

*In this respect, please be requested to provide as concisely as you can the following information about the public sector innovation effort reported.*

**B.5(a)** Please describe the official objectives of the effort reported.

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**B.5(b)** Please describe any additional practical reasons for undertaking the effort reported, alongside official objectives.

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**B.5(c)** How would you characterize the overall rationale of this effort, taken to mean the practical actual intention of the public sector that undertook this effort, along the following classification?

*Please select up to two of the following options that can best express your response.*

to solve problems, i.e. to rectify things that were wrong	
to improve ways of work, i.e. to make some things even better	
to meet new needs, that did not exist before	
to comply with some broader policies or strategies	
other (please specify): .....	

**B.6** What did this effort achieve?

*Please note that the information sought here is not focused on all the different things that were done during planning, decision and implementation of this effort, but only on the important things that were achieved upon completion of the effort and afterwards. Therefore, it is not necessary to provide an account of all the activities that took place during the effort reported. On the contrary, you are kindly asked to identify and report on this effort’s achievements, taken to mean any developments or changes that were brought about through this effort, either upon its completion or later, were difficult to realize and, now that they have been realized, matter in an important positive way for an important number of people and needs.*

*In this line of thought please describe below, as concisely as you can, the developments or changes that can be attributed to this effort as achievements. Please note that the exact ordering of these achievements in your response does not matter. In case you may wish to mention that some of these achievements are more important than others, please feel free to do so with an explicit explanatory note.*

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**B.7** How did this effort achieve what it has achieved?

*Once again, please note that the information sought here is not focused on all the different things that were done during planning, decision and implementation of this effort, but only on the important principles that were followed and allowed this effort to make its achievements. Therefore, neither in this question is it not necessary to provide an account of all the activities that took place during the effort reported. On the contrary, you are kindly asked to identify and report on this effort's sources of success, taken to mean any principles, choices, human, material or immaterial factors that contributed importantly (to a very significant extent) and in critical way (as necessary ingredients) to the realization of achievements.*

*In this line of thought please describe below, as concisely as you can, the factors that can be considered as the sources of success of this effort. Please note that the exact ordering of these success factors in your response does not matter. In case you may wish to mention that some of these success factors were more important than others, please feel free to do so with an explicit explanatory note.*

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*We do thank you for your effort and time for completing and returning us this questionnaire. Your feedback is highly appreciated.*