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EntrePubl Policy Recommendation: Cultivating Entrepreneurial Skills in the Public Sector.

Policy Recommendation Paper

Prepared by Galati Municipality

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BANTANI
EDUCATION



I. Executive Summary

A concise overview summarising the problem, key findings and recommended actions.

II. Description of the Problem

The challenges facing entrepreneurship in the public sector are diverse and multifaceted, as revealed through extensive research and stakeholder engagement. These challenges, while varying in degree and specifics across different contexts, share underlying themes that resonate universally. To better comprehend the nuances of these obstacles, it is helpful to explore how they manifest within specific local contexts, as discussed in the following section.

One of the foundational activities of the ENTREpreneurial skills in the PUBLIC sector: a digital approach (EntrePubl) project was the implementation of Local Labs in each partner country. These Local Labs served as interactive and participatory spaces to investigate and define key gaps in digital literacy and entrepreneurial thinking within the public sector. Through this methodology, the project aimed to ensure that the development of solutions was deeply rooted in the specific challenges and needs faced across different contexts.

Each Local Lab engaged a minimum of five vocational education and training (VET) trainers and five public employees, representing both the expertise and experiences of those working closely with public policies and services. By consulting with these primary target groups and end beneficiaries, the project partners were able to gather critical insights and direct feedback, painting a comprehensive picture of the current competencies and areas requiring growth.

The findings obtained through the Local Labs provided a robust evidence base that shaped the core content of the EntrePubl education program. The subsequent training modules were explicitly designed to bridge the identified gaps, ensuring that the program offered both relevance and practical applicability in enhancing entrepreneurial skills in the public sector. Through this collaborative and contextual approach, we were able to tailor our strategy to address diverse challenges in ways that resonate across the project's partner countries. These challenges, as identified by the EntrePubl Local Labs, can be categorized as follows:

1. Resistance to digital tools

Public employees often show hesitancy toward adopting digital transformation tools, which undermines efforts to modernize public sector workplaces. Double workload in some cases forces employees to maintain both digital and physical records, leading to inefficiencies.



2. Lack of time for training programs

Public servants are overwhelmed by daily tasks, ongoing deadlines, and standardized procedures. This leaves little to no room for professional development and training. Training programs are not perceived as a priority due to their non-mandatory nature.

3. Underutilization of Entrepreneurial Skills in Training

Existing public sector training and development programmes often fail to include or prioritize skills traditionally associated with entrepreneurship. This omission results in a lack of capacity to think innovatively, adapt to challenges, and implement solutions effectively.

4. Reluctance to adopt entrepreneurial thinking

Entrepreneurial thinking, often associated with the private sector, is met with scepticism or even outright resistance among public employees. Fear of the unknown, lack of clarity about its relevance, and potential misinterpretation of terms like "creativity" or "entrepreneurial" exacerbate this reluctance.

5. Lack of support for initiatives/ideas

Initiatives by individual employees are often constrained by a lack of integration into organizational practices or by the absence of frameworks or incentives to sustain them in the long term.

6. Hierarchical rigidity

Public sector organizations operate within rigid, multi-tiered administrative structures that hinder experimentation, innovation, and the adoption of new practices. There is a lack of culture encouraging peer-to-peer learning, collaboration, or acknowledgement of mistakes (and learning from them).

7. Limited Institutional Frameworks and Cultural Barriers

Innovation is often hindered in public entities due to restrictive institutional frameworks and entrenched cultural norms. These barriers discourage risk-taking, experimentation, and the adoption of entrepreneurial approaches, leaving little room for creativity and innovation.

8. Missed Opportunities for Best Practices

Evidence from successful case studies in comparable initiatives demonstrates that embedding entrepreneurial thinking in public service delivery not only enhances efficiency but also fosters proactive problem-solving. However, a lack of systematic approaches to integrate these insights prevents their replication and scaling.

The Local Labs provided crucial insights into the distinct challenges encountered across various countries. By examining each country individually, we can identify both unique barriers and shared struggles that shape the entrepreneurship landscape. These comparisons not only highlight the diversity of experiences but also present opportunities to learn from localized strategies. To supplement this qualitative analysis, survey data gathered from participants in the local labs provides additional depth to our understanding.

Feedback from the Local Labs revealed specific nuances in challenges across different countries:

Romania:

- Departments focused on repetitive tasks lack adaptability to concepts like entrepreneurship.
- Reluctance to adopt entrepreneurial terminology, seen as irrelevant or private-sector-specific, highlights the need for tailored approaches.
- Profiling employees before training is critical to adapting content to their specific roles and skills levels.

Belgium:

- Overwhelming workloads and a lack of time are the primary barriers to participation in training programs.
- Resistance to innovation and creativity stems from a public sector culture that prioritizes status quo maintenance rather than proactive change.
- Evaluation and feedback mechanisms are underutilized in fostering a culture of reflection and improvement.

Greece:

- Training needs to consider both geographical and organizational diversity by adopting hybrid (on-line and on-site) designs.
- Lack of diversity acceptance requires behavioural training for inclusivity as part of the entrepreneurial skill-set.
- Simplifying complex concepts and aligning them with public sector realities is crucial for effective adoption.

Italy:

- "Entrepreneurial thinking" is often misunderstood or perceived as privatization rather than innovation.
- Training programs should balance technical skill-building with fostering leadership and interpersonal skills to bridge hierarchical gaps.
- Teachers encounter substantial scepticism about training relevance.

Cyprus:

- Digital skill proficiency, especially among women, is lower, which necessitates context-sensitive training designs.
- Simplified language, practical exercises, and visually engaging materials are essential for training acceptance and impact.

Slovakia:

- Public servants feel under-appreciated, with their training efforts receiving minimal recognition or benefits.
- Poor communication within teams and management diminishes morale and hinders professional growth.
- Work overload results in resistance to engaging with non-mandatory training initiatives.

Building on the country-specific perspectives, the survey results from all Local Labs offer an empirical foundation for assessing the challenges faced by public entrepreneurs. These findings illuminate key trends while validating the lived experiences shared during the local lab discussions. Together, the quantitative and qualitative data create a comprehensive picture of the problem, serving as a critical foundation for subsequent policy recommendations in this report. The evaluation results of the Local Labs highlight both systemic barriers and individual challenges that hinder the adoption of entrepreneurial skills in the public sector. Respondents across all countries expressed interest in the EntrePubl curriculum, describing it as an ambitious and much-needed initiative. However, they recommended adjustments to ensure its practicality in diverse public sector environments. Approximately 80% of participants cited lack of time, hierarchical barriers, and misalignment of training content with everyday work tasks as the most significant inhibitors. Resistance to entrepreneurial thinking and digital tools ranked high, with participants emphasizing the need for practical, real-life examples of success to illustrate their potential. A need for localized case studies, simplified language, and workplace-relevant tools was consistently highlighted. Interactive training formats, such as workshops, real-life problem-solving, and team-based projects, were identified as essential for employee engagement.

The challenges outlined in this chapter reveal significant gaps in digital literacy and entrepreneurial thinking among public employees and vocational education and training (VET) professionals across the participating countries. These findings underscore the need for targeted interventions to address these deficits, forming the foundation for the development of the EntrePubl education program. The following chapter, provides a detailed account of the project's outcomes and practical experiences.

III. Overview of Research and EntrePubl Experience

By presenting an array of success stories from Romania, Slovakia, Greece, Spain, and Italy, the chapter highlights innovative approaches to fostering entrepreneurship, digitalization, social enterprise development, and educational programs. Each success story is analyzed to showcase the unique contributions of the EntrePubl partners, providing a deeper understanding of the collaborative efforts that drove these achievements. Additionally, the lessons learned from these experiences are distilled to inform future endeavors, ensuring that the knowledge and practices emerging from EntrePubl continue to inspire and guide public sector innovation across diverse contexts.

Romania

Just Pitch was a two-edition event in Galati, organized initially by Galati Municipality, that promoted local entrepreneurship through a competition where participants pitched business ideas to a panel of entrepreneurs and business experts. Participants received instant feedback, which helped refine their ideas and encouraged the start-up culture in Galati.

BluAct Hackathon (Danube Growth Initiative), part of the BluAct project, was an initiative that focused on blue economy innovation, addressing environmental protection, food industries, and tourism through a hackathon-based idea incubation. BluAct is a Transfer network of 7 European port cities including Piraeus, Mataro, Ostend, Galati, Matosinhos, Burgas and Salerno aiming to share good practices in Blue Economy entrepreneurship. The project follows the success of Piraeus' Blue Growth Initiative, an entrepreneurship competition that offers incubation services to local businesses boosting innovation and job creation. Through an approach of creating Urbact Local Support Groups and engaging local stakeholders and other interested parties, with the ultimate aim of starting up the blue economy, BluAct aims to deliver far reaching results in the respective partner cities. Public institutions co-organized the Blue Hackaton event, showcasing their role in fostering entrepreneurship in line with economic development goals.

A **Mindset Shift in Leadership Seminar** was organized by the Visionary Cities Institute in Galați encouraged municipal leaders to adopt entrepreneurial strategies in governance. This program addressed strategic marketing and place branding to enhance regional competitiveness.

Slovakia

The **Municipal Social Enterprises (MSEs)** exemplify the application of entrepreneurial and social economy principles in public governance. MSEs address community needs, such as affordable housing or public space maintenance, while creating employment opportunities. This model supports the development of entrepreneurial skills among municipal employees who participate in the management of these enterprises.

The **Slovak Business Agency (SBA)** has long supported the development of entrepreneurial skills not only in the private sector but also more broadly, including in public institutions. The SBA focuses on the creation of methodologies and educational programs that can be implemented in schools as well as in business courses for public institutions. One of the SBA's initiatives was to expand the opportunities for public sector involvement in educational programs aimed at entrepreneurship and digital skills. As part of its activities, the SBA has implemented several pilot projects that have helped to strengthen entrepreneurship and creativity. In addition, the agency has developed systemic support for entrepreneurial entities that have decided to contribute to changing the educational system and pass on their practical experience to future generations.

JA Slovakia is one of the most important players in the field of entrepreneurial education in Slovakia. For over 26 years, it has been helping students develop entrepreneurial skills through programs integrated into the school education system. For example, the JA Applied Economics program allows students to create their own fictional companies, gaining practical experience in entrepreneurship and project management. Although JA Slovakia's programs primarily target young people, their success can also serve as an inspiration for the public sector. Collaboration with schools and businesses in the regions helps to develop not only entrepreneurial skills but also teamwork, initiative, and creative problem-solving, skills that are equally important for public administration. This model could also be applied to employees in the public sector, where similar training and programs would foster innovation and more efficient management of public resources.

Greece

The **SYNATHINA Initiative** is designed to foster civic engagement through a digital platform connecting citizens with municipal resources, this entrepreneurial hub aligns local public sector efforts with community needs.

The „**Digital Transformation Bible Strategy 2020-2025**” is a comprehensive strategic framework that identifies a variety of specific projects, classified into short- and medium-term. The list of projects provides direct and easy access to all targeted actions implemented, to specific areas of intervention that specialize based on the specific needs of each policy area (e.g. horizontal, strategic areas, sectors of the economy, etc..). It focuses on digital reforms across all areas of public policy, such as health and education, using specific projects.

The "**Greece 2.0**" recovery plan, backed by the European Union, includes extensive reforms in the public sector to foster an entrepreneurial climate. This plan provides financial support, training, and digital infrastructure improvements that allow the public sector to better support SMEs. This approach has bolstered Greece's entrepreneurial ecosystem, especially in regions that previously lacked significant digital or entrepreneurial infrastructure.

Spain

The **Cultura Emprendedora** programmes of the Junta of Extremadura unite efforts across administrative sectors to promote innovation, inclusion, entrepreneurship, and educational success at all educational levels, from early childhood through university. Aligned with the European EntreComp framework, these programmes aim to build entrepreneurial skills, enabling individuals to identify opportunities and turn ideas into valuable realities. The Directorate-General for University Policy specifically focuses on strengthening these skills among higher education students as they transition into the workforce, coordinating projects to connect university talent with the productive and socio-economic sectors.

Italy

Municipality of Valsamoggia – Participatory Territorial Branding

The Municipality of Valsamoggia is located in the Emilia-Romagna region of northern Italy, nestled between Bologna and Modena. Established in 2014 through the merger of five smaller municipalities, it represents one of the most significant cases of administrative fusion in Italy. This relatively recent unification has provided a unique opportunity to enhance territorial cohesion and develop innovative initiatives, including a participatory approach to territorial branding. Rooted in a participatory process, the project involved workshops and collaborations with trade associations, municipalities, and civic groups to design a cohesive visual identity reflecting the region's diversity and cultural wealth. Funded through regional grants, the initiative aimed to enhance Valsamoggia's external appeal while fostering a sense of belonging among residents.

The "**Uffici di Prossimità**" (Proximity Offices) project is a notable example of public entrepreneurship, transforming grass-roots civic engagement into a structured national initiative. It emerged in response to the judicial reform that significantly reshaped the geography of justice services, closing many peripheral court offices and creating barriers for citizens, particularly vulnerable groups, to access justice. Early local experiments, such as the "Tavolo della Giustizia" in Monza and Brescia and the pilot initiative in Moncalieri, demonstrated how local authorities could leverage digital tools and inter-institutional collaboration to bring justice services closer to the community. Inspired by these local models, the Ministry of Justice formalised the project into a national programme, funded through European structural funds under the Operational Programme for Governance and Institutional Capacity 2014–2020. The initiative aims to establish a network of offices offering judicial services in accessible and familiar spaces, such as municipal buildings, focusing on voluntary jurisdiction procedures that do not require legal representation. Additionally, it fosters digitalisation in justice processes to reduce the digital divide and enhance system efficiency. To date, the project has activated 85 offices across 16 Italian regions, supported by 217 signed agreements for further expansions. These offices provide orientation and assistance to citizens while alleviating the pressure on courts and enhancing access to justice nationwide.

Lesson learnt

Fostering a **culture of entrepreneurship** emerged as a cornerstone for socio-economic development. Programs such as entrepreneurship competitions in Romania and social enterprise initiatives in Slovakia illustrate how public institutions can plant the seeds of innovation by engaging local communities in entrepreneurial activities. Promoting creative thinking, risk-taking, and collaboration instils the entrepreneurial mindset necessary for sustainable growth. Local governments can play a critical role by creating platforms where ideas are not only encouraged but actively supported, paving the way for a flourishing start-up ecosystem. Community engagement in such initiatives builds both individual and collective capacity, creating opportunities for economic growth tailored to local needs.

Successful initiatives underscore the importance of dedicated **support mechanisms** that nurture emerging entrepreneurial ideas. These include structured incubation programs, training frameworks, and tailored mentoring, such as those evidenced in Spain and Italy. Incubation facilitates the transition from innovative ideas to impactful, sustainable projects. Access to practical tools, resources, and guidance empowers entrepreneurs to tackle real-world challenges while aligning with broader economic and societal goals.

Leadership plays a decisive role in embedding entrepreneurship within public administration. The above mentioned initiatives demonstrate that shifting the mindset of policy-makers and governance leaders towards an entrepreneurial and visionary approach is vital. Entrepreneurial leadership encourages public institutions to move beyond traditional bureaucratic models, enabling them to embrace innovation, agility, and collaboration. This cultural shift within governance enhances institutional responsiveness, resource management, and trust, laying the groundwork for more dynamic and resilient policy-making.

Entrepreneurial thinking within public administration is key to building efficient local governments that effectively address community needs. Entrepreneurial education in Slovakia and Greece's use of digital tools highlight the value of fostering creativity, adaptability, and problem-solving among public sector professionals. Such capabilities enable governments to re-imagine how public resources are managed and mobilized for community benefit. Entrepreneurial approaches also ensure better alignment between citizen needs and public initiatives, boosting transparency and trust. This method provides long-term benefits by shifting public sector strategies toward sustainable and impactful governance.

Social entrepreneurship emerged as a powerful instrument for community engagement and trust-building. Slovakia's municipal social enterprises and Italy's participatory frameworks exemplify how blending public objectives with entrepreneurial practices can address pressing social issues. This alignment increases public trust by ensuring that initiatives are relevant, inclusive, and responsive to community priorities.

Innovative solutions to public problems require close **collaboration between public institutions and private stakeholders**. The participatory and territorially cohesive strategies in Italy demonstrate that effective collaboration leverage the strengths of all parties involved while fostering economic vitality and urban renewal. Policy-makers must recognize the potential of such partnerships to scale innovation, optimize resource management, and

enhance the delivery of public goods and services. Clear governance frameworks and mutual trust are essential for ensuring the sustainability of these collaborations.

Nevertheless, innovation in governance increasingly relies on **digital tools** and infrastructure to foster entrepreneurship and improve service delivery. Greece's emphasis on digital transformation exemplifies the potential of technology to enhance civic engagement, streamline public services, and sustain local economies. By investing in digital competencies and systems, governments can create more inclusive, efficient, and responsive institutions. Policy-makers must prioritize digital literacy, automation, and platform development as integral components of modernization to support public entrepreneurship and civic participation.

IV. Current and proposed EU policies

European Skills Agenda (2020)

The European Skills Agenda focuses on re-skilling and up-skilling citizens across the EU, aimed at fostering lifelong learning and enhancing employability. While the framework emphasizes entrepreneurial skills, it does not distinctly address public employees. Its relevance to public employees lies in its broader objectives of fostering innovation and adaptability. The agenda supports cross-sectoral skills strategies and promotes a spirit of entrepreneurship that can indirectly impact public service roles.

Digital Education Action Plan (2021–2027)

This policy aims to boost digital skills and literacy across the EU, with entrepreneurship training being integrated as part of broader digital competencies. For public employees, the plan indirectly contributes to entrepreneurial mindsets by promoting the adoption of innovation and fostering collaboration tools relevant to public administration. Key initiatives include improving digital literacy training and enhancing access to education platforms for public service employees.

EU Program for Employment and Social Innovation (EaSI)

EaSI is a financial instrument supporting reforms in employment and social policies. It encourages tools and strategies for fostering capacity-building and modernization of employment services, although with marginal direct focus on entrepreneurial skills development in the public sector. However, public administrators can employ EaSI-funded projects to create innovative pathways for fostering entrepreneurship indirectly.

Horizon Europe Missions and Partnerships

Horizon Europe supports multidisciplinary innovation projects, including in public-sector modernization, through Missions and Partnerships. Indirectly, entrepreneurial attitudes are cultivated by encouraging collaboration between private and public stakeholders, knowledge transfer, and innovation in administrative processes. Public

employees participating in such projects gain exposure to entrepreneurial skills and innovative thinking.

Erasmus+

Erasmus+ prioritizes fostering education and training, including initiatives aimed at the public sector. Specific programs focus on collaboration, leadership, and exchange of practices, indirectly boosting entrepreneurial thinking in public employees. Activities such as professional exchanges and innovative training models contribute to the entrepreneurial development of public administrators.

The European Union currently prioritizes policies that broadly emphasize innovation, digital transformation, and general skill-building. However, these policies often overlook the unique entrepreneurial skills needed by public employees to drive meaningful reform within public administration. Specific competencies, such as risk-taking, leadership in initiating public reform efforts, and fostering a start-up-like culture within public sector environments—remain significantly underdeveloped. This gap hinders the ability of public administration to fully leverage innovative solutions and adapt to rapidly changing societal demands.

Despite these broad efforts, existing policies exhibit notable insufficiencies. First, there is a lack of sector-specific frameworks designed to incubate entrepreneurship within public services. Such frameworks are essential for creating a clear, structured environment that supports entrepreneurial initiatives in the public sector. Additionally, no concrete benchmarks currently exist to measure progress in building entrepreneurial capabilities within public administration, making it difficult to evaluate the effectiveness of reforms in this area. Compounding these issues is the inconsistent and often unstable funding allocated to public-private partnership training initiatives, which are vital to fostering collaboration and sharing innovative practices. Finally, existing strategies fail to adequately address resistance to cultural shifts within traditional public sector systems, which often view entrepreneurial thinking as incompatible with established norms and processes.

To address these challenges, new and targeted policies are urgently required.

V. Policy Recommendations

Based on partners policy recommendations and supported by feedback from policy makers and online consultation.

The following policy recommendations have been developed based on proposals and feedback from project partners. These recommendations aim to foster synergies between public and VET ecosystems, promote entrepreneurial mindsets, enhance digital competence, and drive public sector innovation. By addressing current challenges, these strategies propose practical solutions to modernize public administration and improve service delivery.

1. Develop Continuous Entrepreneurial and Digital Skills Training Programs

Description: This policy focuses on equipping public sector employees with entrepreneurial mindsets and digital competencies through continuous training programs. These programs will include workshops, e-learning modules, and mentor-ship opportunities tailored to enhance problem-solving, adaptability, and innovation skills in the workforce. Integrating entrepreneurial and digital skills into job performance evaluations, where relevant, will incentivize employees to adopt and apply these abilities in their roles.

Rationale: With the rapid pace of technological innovation and evolving public needs, public sector employees must possess the skills to adapt and innovate. This ensures efficient service delivery, enhances job satisfaction, and fosters resilience in the face of complex challenges.

Key Implementation Steps:

- ✓ Conduct a skills assessment to identify gaps in entrepreneurial and digital capabilities.
- ✓ Design training programs in partnership with educational institutions and private sector innovators.
- ✓ Pilot test the training programs in select departments before scaling.
- ✓ Integrate training outcomes into performance evaluations.
- ✓ Create a framework for ongoing learning, including periodic updates to training modules.

2. Launch Digital Transformation Roadmaps

Description: This policy entails creating detailed, department-specific digital transformation road-maps to modernize public sector operations. These road-maps will outline objectives, time-lines, required technologies, and strategies for seamless implementation.

Rationale: A clear digital transformation strategy ensures that resources and efforts are aligned with organizational goals. It minimizes waste and duplication while fostering a cohesive approach to modernization across departments.

Key Implementation Steps:

- ✓ Develop a digital transformation task force to assess current capacities.
- ✓ Identify key pain points that can benefit from digital interventions.
- ✓ Draft department-specific digital goals and time-lines.
- ✓ Secure funding and partnerships for necessary technologies and implementation resources.
- ✓ Monitor progress and adjust road-maps through periodic reviews.

3. Create Experimental Digital Tools and Solution Sandboxes

Description: Establish “digital sandboxes” where teams can test new digital tools, applications, and processes in a low-risk, controlled environment. These sandboxes will



simulate real-world conditions and allow for experimentation without disrupting core processes.

Rationale: Encouraging experimentation reduces the fear of failure and fosters innovation in the public sector. Sandboxes enable decision-makers to learn from prototyping and improve outcomes before full-scale implementation.

Key Implementation Steps:

- ✓ Identify areas suitable for sandbox environments (e.g., e-governance tools, AI applications).
- ✓ Develop guidelines for selecting and testing digital tools within the sandboxes.
- ✓ Provide training to teams on using the sandbox infrastructure effectively.
- ✓ Evaluate tested tools and scale successful projects to broader applications.

4. Establish Cross-Departmental and Interdisciplinary Innovation Teams

Description: Form teams consisting of representatives from multiple departments and various disciplines to collaborate on solving complex challenges and developing innovative solutions. These teams will operate with decision-making autonomy and aim to break down silos in public sector work-flows.

Rationale: Complex problems often require expertise from multiple fields. Interdepartmental teams bring diverse perspectives and foster collaboration, resulting in holistic solutions to public sector challenges.

Key Implementation Steps:

- ✓ Identify priority areas requiring interdisciplinary input.
- ✓ Create team selection criteria and recruit employees with complementary skills.
- ✓ Provide training on collaboration methodologies and innovation processes.
- ✓ Allocate resources and a formalized reporting structure to support the teams.
- ✓ Regularly assess team outputs and integrate learnings into organizational policies.

5. Promote Intrapreneurship through Reward Systems

Description: Encourage employees to propose and implement innovative ideas within their departments by rewarding success through monetary incentives, recognition programs, or career development opportunities.

Rationale: Intrapreneurship leverages employees' creativity and problem-solving skills while fostering a culture of ownership and innovation in public organizations.

Key Implementation Steps:

- ✓ Define "intrapreneurial" contributions that qualify for rewards.
- ✓ Establish transparent evaluation criteria for proposed ideas.
- ✓ Design and launch an intrapreneurship competition or program.
- ✓ Provide project funding and mentor-ship for promising innovative ideas.

- ✓ Celebrate and scale successful outcomes through public recognition events.

6. Foster Public-Private Partnerships (PPPs)

Description: Strengthen collaboration between public entities and private enterprises to co-develop innovative solutions, fund large-scale projects, and share technological expertise. These partnerships will focus on areas like infrastructure, digital service delivery, and capacity building.

Rationale: PPPs allow public sector agencies to benefit from private sector resources, agility, and advanced technologies, ensuring sustainable and effective solutions.

Key Implementation Steps:

- ✓ Identify areas where public-private collaboration will have significant impact.
- ✓ Develop a transparent framework for implementing PPP projects.
- ✓ Engage stakeholders from both sectors in co-designing projects.
- ✓ Monitor partnership outcomes and ensure mutual benefits for all parties.

7. Create a Public Sector Entrepreneurial Leadership Programme

Description: Develop training programs specifically for public sector leaders to cultivate entrepreneurial thinking, risk management, and change leadership skills. This program will include executive coaching, peer-learning workshops, and exposure to successful case studies.

Rationale: Transformational change in the public sector requires strong, visionary leaders who can think entrepreneurial and inspire innovation in their teams.

Key Implementation Steps:

- ✓ Identify leadership competencies aligned with entrepreneurial principles.
- ✓ Partner with academic institutions to design a tailored program.
- ✓ Pilot the program with a cohort of middle and senior managers.
- ✓ Provide follow-up coaching sessions to ensure application of learned skills.

8. Build a Knowledge Sharing Platform and Community of Practice

Description: Establish a knowledge-sharing network within and across public sector organizations focusing on innovation and best practices. This community will facilitate the exchange of ideas, lessons learned, and successful strategies.

Rationale: A structured platform for knowledge-sharing accelerates innovation and avoids repetition of mistakes across organizations, saving resources and enhancing overall policy effectiveness.

Key Implementation Steps:

- ✓ Define the scope of the community (e.g., digital transformation, service delivery).

- ✓ Set up an on-line network or forum for easy information sharing.
- ✓ Host regular in-person or virtual events for knowledge exchange.
- ✓ Document and disseminate case studies of successful initiatives.

9. Establish a Feedback-Driven Culture in the Public Sector

Description: Develop mechanisms for collecting, analysing, and acting on feedback from citizens and public sector employees to refine policies, processes, and services continuously.

Rationale: A feedback-driven culture ensures responsiveness to public needs and builds trust in government. It also empowers employees to participate in shaping their work environments positively.

Key Implementation Steps:

- ✓ Design user-friendly feedback collection tools (e.g., surveys, focus groups).
- ✓ Create channels for employees to provide regular suggestions.
- ✓ Develop a system for analysing and prioritizing feedback.
- ✓ Reward departments and employees that effectively act on feedback insights.

10. Foster Cross-Sector Collaboration for Innovation

Description: Encourage collaborative initiatives between the public, private, non-profit, and academic sectors to find innovative solutions to societal challenges. These collaborations could address areas such as sustainability, health, and public safety.

Rationale: Cross-sector collaboration leverages diverse expertise and resources, enabling holistic and sustainable solutions to complex societal problems.

Key Implementation Steps:

- ✓ Set up cross-sector innovation forums to identify shared goals.
- ✓ Fund pilot projects co-developed by multiple stakeholders.
- ✓ Monitor and evaluate joint initiatives for scalability.
- ✓ Disseminate outcomes and lessons learned to ensure broader impact.

VI. Appendices and Sources

Relevant supporting documents, data, and sources for further reading, such as research studies and pilot action results.