

**InnoCook:
An Innovation Model to Enhance the Operations and Services of Arab Public Institutions**

**Annex C.
Printable flashcards for the innovation model ingredients**



Note: This document has been reproduced in the form in which it was received, without formal editing.

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This Annex provides complete printable sets of flashcards for the innovation model ingredients and flavours, annotated with the guiding question for each ingredient as well as references to the parts of the study where this ingredient is elaborated. For simplicity, flashcard sets are provided for all model ingredients in all varieties (the green, orange, blue, purple and red varieties corresponding to the Who, What, Where and When, Why and How aspects of a storified innovation effort), to allow all possible scenarios of use.

the **Ar** ingredient: arab region-specific government innovation themes

guiding question: which Arab region-specific government innovation theme are we addressing?

individual flavors

- Ar.1. Improving service delivery in finance; education; interior; cross government affairs; utilities; labour; justice; trade and industry; transport/traffic/police; social affairs; migration; health; municipal affairs; and tourism sectors.
- Ar.2. Promoting the Government-as-a-Platform paradigm: One platform where citizens can complete many or all government services.
- Ar.3. Implementing new service delivery methods by adding digital assistants.
- Ar.4. Implementing anticipatory/proactive services, bundled around a citizen's life events.
- Ar.5. Implementing invisible services, completed in the back-end without bothering the citizen.
- Ar.6. Improving digital public service design and delivery for greater civic engagement and citizen participation.
- Ar.7. Ensuring marginalized populations are not left behind.
- Ar.8. Managing data as an infrastructure, and improving the openness, quality, flow and use of government data.
- Ar.9. Managing cybersecurity in a holistic manner, beyond defensive software.
- Ar.10. Promoting digital standards for secure platforms, logins, and data.
- Ar.11. Moving forward to maturity and readiness for

artificial intelligence.

- Ar.12. Keeping government digitization at a fast pace, streamlining processes, removing bureaucracy and eliminating excessive regulation.
- Ar.13. Establishing formal government service structures and budgets, with separate legal government entity dedicated to government services.
- Ar.14. Moving away from organizational silos to open collaborations.
- Ar.15. Establishing an Arab platform for government administrative exchange of expertise and data.
- Ar.16. Relating the government talent strategy to government technology.
- Ar.17. Reforming the government talent and incentives policies with new skills, new mix of team members, and new incentives.
- Ar.18. Establishing cooperation models between the government and private sectors and frameworks for digital services.
- Ar.19. Enabling local emerging companies to work with the government sector.
- Ar.20. Unlocking innovation through cross-border collaboration.

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Be** ingredient: envisaged beneficiaries

guiding question: for whom are we doing this work?

individual flavors

- Be.1. the governments themselves, in the sense of improved operations quality
- Be.2. national citizens and businesses
- Be.3. incoming citizens and businesses
- Be.4. all of society, explicitly including people at disadvantage and at crisis
- Be.5. the broader cross-border region

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ca** ingredient: co-creation actors

guiding question: with whom are we doing this work?

individual flavors

- Ca.1. across the government, in the sense of multiple government branches coming together
- Ca.2. across the borders, in the sense of multiple governments in the cross-border region coming together
- Ca.3. multiple-helix actors, such as the private sector, the academia, the civil society as well as the media
- Ca.4. all of society, in the sense of all citizens

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Cc** ingredient: options for co-creation and innovation toolkits

guiding question: which options for co-creation and innovation toolkits do we want to consider for the innovation function of our institution?

individual flavors

- Cc.1. OGP collection
- Cc.2. OECD OPSI collection
- Cc.3. UNaLAB collection
- Cc.4 SAP AppHaus collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Cg** ingredient: global-level challenges

guiding question: which global challenges or risks are we locally helping to address through the outcomes of our innovation work?

individual flavors

Challenges for the SDGs

- Cg-SDG.1 Help achievement of Goal 1. No poverty
- Cg-SDG.2 Help achievement of Goal 2. Zero hunger
- Cg-SDG.3 Help achievement of Goal 3. Good health and well-being
- Cg-SDG.4 Help achievement of Goal 4. Quality education
- Cg-SDG.5 Help achievement of Goal 5. Gender equality
- Cg-SDG.6 Help achievement of Goal 6. Clean water and sanitation
- Cg-SDG.7 Help achievement of Goal 7. Affordable and clean energy
- Cg-SDG.8 Help achievement of Goal 8. Decent work and economic growth
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- Cg-SDG.15 Help achievement of Goal 15. Life on land
- Cg-SDG.16 Help achievement of Goal 16. Peace, justice and strong institutions
- Cg-SDG.17 Help achievement of Goal 17. Partnership for the Goals

Challenges for global risks

- Cg-GRR.1 Help mitigation of global economic risks
- Cg-GRR.2 Help mitigation of global environmental risks
- Cg-GRR.3 Help mitigation of global geopolitical risks
- Cg-GRR.4 Help mitigation of global societal risks
- Cg-GRR.5 Help mitigation of global technological risks

Challenges for global development

- Cg-WDR.1 Help development through Global Value Chains
- Cg-WDR.2 Help development through Data for Better Lives
- Cg-WDR.3 Help development through Finance for an Equitable Recovery
- Cg-WDR.4 Help development through Migrants, Refugees and Societies

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Ci** ingredient: indicator-level challenges

guiding question: which innovation indicators are we improving in the process of our innovation work?

individual flavors

Challenges for IES indicators

- Ci-IES1. Improve IES Framework conditions indicators
- Ci-IES2. Improve IES Investments indicators
- Ci-IES3. Improve IES Innovation activities indicators
- Ci-IES4. Improve IES Impacts indicators

Challenges for GII indicators

- Ci-GII1. Improve GII Institutions indicators
- Ci-GII2. Improve GII Human capital and research indicators
- Ci-GII3. Improve GII Infrastructure indicators
- Ci-GII4. Improve GII Market sophistication indicators
- Ci-GII5. Improve GII Business sophistication indicators
- Ci-GII6. Improve GII Knowledge and technology outputs indicators
- Ci-GII7. Improve GII Creative outputs indicators

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Fd** ingredient: options for flat organizational designs

guiding question: which options for flat organizational designs do we want to consider for the innovation function of our institution?

individual flavors

- Fd.1. Flatarchy
- Fd.2. Sociocracy
- Fd.3. Holacracy

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Fl** ingredient: focus level

guiding question: what are we doing with our work?

individual flavors

- Fl.1. use of technology to provide new service capabilities and improved quality of service
- Fl.2. re-organization of operational structures and service-delivery processes made possible by, and to take better advantage of, the capabilities offered by technology
- Fl.3. regulation of new technology so that it can be used in ways preserving, and even advancing, citizens' rights
- Fl.4. institutionalization of innovation as a core policy and function, accompanied by establishment of new entities with a clear innovation mandate
- Fl.5. building of skills and culture enabling to take stock of new technologies

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ge** ingredient: options for gamification elements

guiding question: which options for gamification elements do we want to consider for the innovation function of our institution?

individual flavors

- Ge.1. Periodic Table of Gamification Elements
- Ge.2. Octalysis Framework
- Ge.3. Mambo.IO collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Id** ingredient: options for ideation methods

guiding question: which options for ideation methods do we want to consider for the innovation function of our institution?

individual flavors

- Id.1. MindTools
- Id.2. Gamestorming
- Id.3. Google collections on Ideation techniques and Ideation methods

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **IS** ingredient: issues for success

guiding question: what issues for the success of innovation work are we identifying within our institutions and for external beneficiaries/adopters of our innovations?

individual flavors

Preference of public-facing over internal-facing innovations as a starting point

- Is.1. Publics having pressing needs that can be met with innovation at the delivery end of public sector products and services
- Is.2. Publics having limited or no trust in the potential of public institutions to innovate
- Is.3. Public sector innovation plans facing severe technology and implementation risks because of the need to amend existing ways and systems of work

Preference of local use case-based over global use case-based innovations as a starting point

- Is.4. Local contexts in need of innovation, having specific needs very deeply rooted in local factors, that are hard to understand for non-locals
- Is.5. Global contexts in need of innovation, encompassing local contexts of high heterogeneity
- Is.6. Centrally based innovation efforts that face difficulties in diffusion and adoption
- Is.7. Centrally based innovation efforts that face difficulties in diffusing to and having uptaken by their extramural stakeholders their own innovation potential

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Kp** ingredient: key performance indicators

guiding question: what are we measuring for performance?

individual flavors

Service availability and sophistication KPIs

- Kp1.1. Portal services sophistication level
- Kp1.2. Portal personalization
- Kp1.3. Mobile services sophistication level
- Kp1.4. Mobile services availability level
- Kp1.5. Applications availability on various mobile platforms
- Kp1.6. Availability of languages on the portal
- Kp1.7. Feedback enablement through portal
- Kp1.8. Persons with disability enablement through portal
- Kp1.9. Availability of languages on mobile applications
- Kp1.10. Feedback enablement through mobile
- Kp1.11. Persons with disability enablement through mobile
- Kp1.12. Channels interoperability
- Kp1.13. Channels security level
- Kp1.14. Open data provisioning
- Kp1.15. Open data delivery format

Service usage and user satisfaction KPIs

- Kp2.1. Service usage over portal (service level)
- Kp2.2. Service usage over mobile (service level)

- Kp2.3. Overall usage over portal (entity level)
- Kp2.4. Overall usage over mobile (entity level)
- Kp2.5. User satisfaction over portal
- Kp2.6. User satisfaction over mobile

Public outreach KPIs

- Kp3.1. Percentage of new services accompanied by marketing campaigns (from services assessed in the index)
- Kp3.2. Percentage of new services accompanied by marketing campaigns (from total services at the entity level)
- Kp3.3. Availability of support tools

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Lc** ingredient: innovation life cycle activities

guiding question: which ideation, deliberation, evolution and assimilation activities for the innovations to be developed can we best choose for further structuring our innovation work?

individual flavors

IDEA Lifecycle Ideation Phase

- Lc-I.1. Collaboration
- Lc-I.2. Idea management
- Lc-I.3. Data visualization
- Lc-I.4. Employee engagement
- Lc-I.5. Gamification

IDEA Lifecycle Deliberation Phase

- Lc-D.1. Participation
- Lc-D.2. Crowdsourcing
- Lc-D.3. Debating
- Lc-D.4. Argumentation
- Lc-D.5. Semantic modelling
- Lc-D.6. Sentiment analysis
- Lc-D.7. Opinion mining
- Lc-D.8. Open innovation
- Lc-D.9. Policy making

IDEA Lifecycle Evolution Phase

- Lc-E.1. Project management

- Lc-E.2. Performance appraisal
- Lc-E.3. Knowledge management
- Lc-E.4. IT management
- Lc-E.5. Data governance
- Lc-E.6. Process management
- Lc-E.7. Performance management

IDEA Lifecycle Assimilation Phase

- Lc-A.1. Online community
- Lc-A.2. Social media management
- Lc-A.3. Advocacy
- Lc-A.4. Feedback management

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Lg** ingredient: local use case innovation guidelines

guiding question: with what guidelines can we build local use cases of innovation to share with others?

individual flavors

Framing innovation work: providing an overall framework within which the innovation effort will take place

- Lg.1. Bringing a small group of stakeholders together
- Lg.2. Formulating a mission for supporting and sharing a local use case innovation across its life-cycle
- Lg.3. Taking a think big/start small and a dolphins, not whales approach
- Lg.4. Preferring technologies with a fast availability and learning curve
- Lg.5. Preferring to build upon, rather than amend, what exists already
- Lg.6. Identifying a proper publication venue for the innovation
- Lg.7. Considering broader publication venues
- Lg.8. Considering submitting documented innovation efforts for recognition as Digital Public Goods
- Lg.9. Using the innovation model in a lean manner

Formatting innovation work: defining a specific format that will structure the way in which innovation work will take place, within the framework chosen

- Lg.10. Considering to organize the innovation effort in a workshop format
- Lg.11. Considering to organize the innovation effort in a hackathon format

- Lg.12. Considering to organize the innovation effort in a gamified format

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section B

the **Nu** ingredient: nurturing day-to-day innovation tactics

guiding question: what manners can we use to nurture innovation as an integral part of the day-to-day activity in the workplace?

individual flavors

- Nu.1. An innovation whistle
- Nu.2. An innovation wall
- Nu.3. An innovation workbench and space
- Nu.4. An innovation blueprint and an innovation canvas
- Nu.5. Innovation gamestorming
- Nu.6. Innovation points
- Nu.7. Technology innovationization
- Nu.8. Innovation ventures, innovation missions, innovation projects
- Nu.9. Innovation badges

HINT: further discussed in the InnoCook model study, Chapter 3 Section D

the **Oe** ingredient: organizational elements

guiding question: which organizational elements do we want to integrate in the innovation function of our institution?

individual flavors

- Oe.1. People involved in innovation work
- Oe.2. Structures undertaking innovation work
- Oe.3. A recruitment policy for staffing innovation work
- Oe.4. Process paradigms for carrying out innovation work
- Oe.5. Motives for carrying out innovation work
- Oe.6. A power and responsibility balance for innovation work
- Oe.7. Rules and shared values for innovation work

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Oi** ingredient: internal-facing objectives of innovation

guiding question: which objective in terms of improvements to internal operations do we want to accomplish with innovation?

individual flavors

- Oi.1. Innovation for effectiveness
- Oi.2. Innovation for efficiency

HINT: further discussed in the InnoCook model study, Introduction

the **Op** ingredient: public-facing objectives of innovation

guiding question: which objective in terms of improvements tangible by the public do we want to accomplish with innovation?

individual flavors

- Op.1. Innovation for responsiveness
- Op.2. Innovation for inclusiveness
- Op.3. Innovation for transparency
- Op.4. Innovation for accountability

HINT: further discussed in the InnoCook model study, Introduction

the **O**s ingredient: societal objectives of innovation

guiding question: which objective in terms of societal needs do we want to accomplish with innovation?

individual flavors

- Os.1. Innovation for peace
- Os.2. Innovation for justice
- Os.3. Innovation for safety
- Os.4. Innovation for disaster resilience
- Os.5. Innovation for climate resilience
- Os.6. Innovation for green technology adoption
- Os.7. Innovating for cities deciding openly

HINT: further discussed in the InnoCook model study, Introduction

the **Pa** ingredient: structural patterns

guiding question: how do we want to structure our innovation work across relationships between people and values?

individual flavors

Co-creation of innovation

- Pa.1 Co-creation under normal conditions
- Pa.2 Humanitarian co-creation
- Pa.3 Multiple-helix co-creation

Incubation of innovation

- Pa.4 Internal-facing incubation
- Pa.5 Public-facing incubation
- Pa.6 Joined-up national innovation

Culture of innovation

- Pa.7 A culture for accomplishment
- Pa.8 A culture for well-being
- Pa.9 A culture for granting
- Pa.10 A culture for change
- Pa.11 A culture for expanded possibilities

Openness of innovation

- Pa.12 Intra-organizational openness
- Pa.13 Inter-organizational openness
- Pa.14 Partial public-facing openness
- Pa.15 Full public-facing openness

HINT: further discussed in the InnoCook model study, Chapter 1 Section E

the **Pd** ingredient: options for participatory design methods

guiding question: which options for participatory design methods do we want to consider for the innovation function of our institution?

individual flavors

- Pd.1. Akvopedia collection
- Pd.2. ACI library
- Pd.3. UX Magazine collection
- Pd.4. Smallfire collection
- Pd.5. 18F Methods collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pp** ingredient: options for public participation methods

guiding question: which options for public participation methods do we want to consider for the innovation function of our institution?

individual flavors

- Pp.1. Participedia
- Pp.2. Action Catalogue
- Pp.3. Organizing Engagement
- Pp.4. IAP2 Public Participation Toolbox
- Pp.5. IDS collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pt** ingredient: innovation process types

guiding question: which process type can we best choose for further structuring our innovation work?

individual flavors

- Pt.1. Bottom-up innovation
- Pt.2. Collaborative innovation
- Pt.3. Continuous innovation
- Pt.4. Disruptive innovation
- Pt.5. Frugal innovation
- Pt.6. Incremental innovation
- Pt.7. Local innovation
- Pt.8. Open innovation
- Pt.9. Sustainable innovation

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Sp** ingredient: options for serious play methods

guiding question: which options for serious play methods do we want to consider for the innovation function of our institution?

individual flavors

- Sp.1. SAP Scenes
- Sp.2. Lego Serious Play
- Sp.3. Playmobil pro

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Su** ingredient: suggestions for success

guiding question: what suggestions for the success of innovation work are we considering, with respect to priorities and application domains of our innovation planning?

individual flavors

Priorities of innovation planning

- Su.1. Prefer to start with public-facing innovation
- Su.2. Prefer to start with building local use cases that can be easily shared

Application domains of innovation planning

- Su.3. Cross-fertilize the institutional mandate with innovating for the Good Life Goals
- Su.4. Cross-fertilize the institutional mandate with innovating for the Leaving No One Behind universal value
- Su.5. Cross-fertilize the institutional mandate with innovating for the One Planet One Health approach
- Su.6. Cross-fertilize the institutional mandate with innovating for Our Common Agenda
- Su.7. Cross-fertilize the institutional mandate with innovating for topics of work by the UNSG Envoy on Technology
- Su.8. Innovate for the innovation ecosystem: innovation services procurement and innovative players
- Su.9. Innovate for government-to-employee and government-to-government services
- Su.10. Innovate through multistakeholder dialogues and co-creation of innovation with a public purpose
- Su.11. Explore technology-specific and technology-intensive innovation challenges

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Td** ingredient: innovation team dynamics

guiding question: what are the individual and team dynamics that we need to manage, to help the innovation team deliver successfully?

individual flavors

- Td.1. Contribution laziness
- Td.2. Contribution craziness
- Td.3. Contribution lossiness
- Td.4. Contribution bossiness
- Td.5. Contribution messiness
- Td.6. Pareto effects
- Td.7. Uneven learning curves
- Td.8. Fluctuating attention curves
- Td.9. An emotional partaking counter-clock
- Td.10. From time as foe to time as friend

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Te** ingredient: technologies for innovating

guiding question: which key technology are we taking stock of to innovate?

individual flavors

- Te.1. Artificial intelligence
- Te.2. Big data management
- Te.3. Blockchain
- Te.4. Cryptocurrencies
- Te.5. Virtual reality
- Te.6. Augmented reality
- Te.7. Autonomous robots
- Te.8. 3D printing
- Te.9. Internet of things
- Te.10. 5G and 6G wireless cellular networks
- Te.11. Biotechnology
- Te.12. Cloud computing and platforms
- Te.13. Application programming interfaces
- Te.14. Cybersecurity

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

C.2. PRINTABLE FLASHCARDS FOR MODEL INGREDIENTS: ORANGE VARIETY

the **Ar** ingredient: arab region-specific government innovation themes

guiding question: which Arab region-specific government innovation theme are we addressing?

individual flavors

- Ar.1. Improving service delivery in finance; education; interior; cross government affairs; utilities; labour; justice; trade and industry; transport/traffic/police; social affairs; migration; health; municipal affairs; and tourism sectors.
- Ar.2. Promoting the Government-as-a-Platform paradigm: One platform where citizens can complete many or all government services.
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the **Be** ingredient: envisaged beneficiaries

guiding question: for whom are we doing this work?

individual flavors

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individual flavors

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the **Cc** ingredient: options for co-creation and innovation toolkits

guiding question: which options for co-creation and innovation toolkits do we want to consider for the innovation function of our institution?

individual flavors

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HINT: further discussed in the InnoCook model study, Chapter 3 Section A

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HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Ci** ingredient: indicator-level challenges

guiding question: which innovation indicators are we improving in the process of our innovation work?

individual flavors

Challenges for IES indicators

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HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Fd** ingredient: options for flat organizational designs

guiding question: which options for flat organizational designs do we want to consider for the innovation function of our institution?

individual flavors

- Fd.1. Flatarchy
- Fd.2. Sociocracy
- Fd.3. Holacracy

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Fl** ingredient: focus level

guiding question: what are we doing with our work?

individual flavors

- | | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Fl.1. use of technology to provide new service capabilities and improved quality of service |
| <input checked="" type="checkbox"/> | Fl.2. re-organization of operational structures and service-delivery processes made possible by, and to take better advantage of, the capabilities offered by technology |
| <input checked="" type="checkbox"/> | Fl.3. regulation of new technology so that it can be used in ways preserving, and even advancing, citizens' rights |
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HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ge** ingredient: options for gamification elements

guiding question: which options for gamification elements do we want to consider for the innovation function of our institution?

individual flavors

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Ge.1. Periodic Table of Gamification Elements |
| <input checked="" type="checkbox"/> | Ge.2. Octalysis Framework |
| <input checked="" type="checkbox"/> | Ge.3. Mambo.IO collection |

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Id** ingredient: options for ideation methods

guiding question: which options for ideation methods do we want to consider for the innovation function of our institution?

individual flavors

- Id.1. MindTools
- Id.2. Gamestorming
- Id.3. Google collections on Ideation techniques and Ideation methods

TIP: further discussed in the InnoCook model study, Chapter 3 Section A

the **Is** ingredient: issues for success

guiding question: what issues for the success of innovation work are we identifying within our institutions and for external beneficiaries/adopters of our innovations?

individual flavors

Preference of public-facing over internal-facing innovations as a starting point

- Is.1. Publics having pressing needs that can be met with innovation at the delivery end of public sector products and services
- Is.2. Publics having limited or no trust in the potential of public institutions to innovate
- Is.3. Public sector innovation plans facing severe technology and implementation risks because of the need to amend existing ways and systems of work

Preference of local use case-based over global use case-based innovations as a starting point

- Is.4. Local contexts in need of innovation, having specific needs very deeply rooted in local factors, that are hard to understand for non-locals
- Is.5. Global contexts in need of innovation, encompassing local contexts of high heterogeneity
- Is.6. Centrally based innovation efforts that face difficulties in diffusion and adoption
- Is.7. Centrally based innovation efforts that face difficulties in diffusing to and having uptaken by their extramural stakeholders their own innovation potential

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Kp** ingredient: key performance indicators

guiding question: what are we measuring for performance?

individual flavors

Service availability and sophistication KPIs

- Kp1.1. Portal services sophistication level
- Kp1.2. Portal personalization
- Kp1.3. Mobile services sophistication level
- Kp1.4. Mobile services availability level
- Kp1.5. Applications availability on various mobile platforms
- Kp1.6. Availability of languages on the portal
- Kp1.7. Feedback enablement through portal
- Kp1.8. Persons with disability enablement through portal
- Kp1.9. Availability of languages on mobile applications
- Kp1.10. Feedback enablement through mobile
- Kp1.11. Persons with disability enablement through mobile
- Kp1.12. Channels interoperability
- Kp1.13. Channels security level
- Kp1.14. Open data provisioning
- Kp1.15. Open data delivery format

Service usage and user satisfaction KPIs

- Kp2.1. Service usage over portal (service level)
- Kp2.2. Service usage over mobile (service level)

- Kp2.3. Overall usage over portal (entity level)
- Kp2.4. Overall usage over mobile (entity level)
- Kp2.5. User satisfaction over portal
- Kp2.6. User satisfaction over mobile

Public outreach KPIs

- Kp3.1. Percentage of new services accompanied by marketing campaigns (from services assessed in the index)
- Kp3.2. Percentage of new services accompanied by marketing campaigns (from total services at the entity level)
- Kp3.3. Availability of support tools

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Lc** ingredient: innovation life cycle activities

guiding question: which ideation, deliberation, evolution and assimilation activities for the innovations to be developed can we best choose for further structuring our innovation work?

individual flavors

IDEA Lifecycle Ideation Phase

- Lc-I.1. Collaboration
- Lc-I.2. Idea management
- Lc-I.3. Data visualization
- Lc-I.4. Employee engagement
- Lc-I.5. Gamification

IDEA Lifecycle Deliberation Phase

- Lc-D.1. Participation
- Lc-D.2. Crowdsourcing
- Lc-D.3. Debating
- Lc-D.4. Argumentation
- Lc-D.5. Semantic modelling
- Lc-D.6. Sentiment analysis
- Lc-D.7. Opinion mining
- Lc-D.8. Open innovation
- Lc-D.9. Policy making

IDEA Lifecycle Evolution Phase

- Lc-E.1. Project management

- Lc-E.2. Performance appraisal
- Lc-E.3. Knowledge management
- Lc-F.4. IT management
- Lc-E.5. Data governance
- Lc-E.6. Process management
- Lc-E.7. Performance management

IDEA Lifecycle Assimilation Phase

- Lc-A.1. Online community
- Lc-A.2. Social media management
- Lc-A.3. Advocacy
- Lc-A.4. Feedback management

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Lg** ingredient: local use case innovation guidelines

guiding question: with what guidelines can we build local use cases of innovation to share with others?

individual flavors

Framing innovation work: providing an overall framework within which the innovation effort will take place

- Lg.1. Bringing a small group of stakeholders together
- Lg.2. Formulating a mission for supporting and sharing a local use case innovation across its life-cycle
- Lg.3. Taking a think big/start small and a dolphins, not whales approach
- Lg.4. Preferring technologies with a fast availability and learning curve
- Lg.5. Preferring to build upon, rather than amend, what exists already
- Lg.6. Identifying a proper publication venue for the innovation
- Lg.7. Considering broader publication venues
- Lg.8. Considering submitting documented innovation efforts for recognition as Digital Public Goods
- Lg.9. Using the innovation model in a lean manner

Formatting innovation work: defining a specific format that will structure the way in which innovation work will take place, within the framework chosen

- Lg.10. Considering to organize the innovation effort in a workshop format
- Lg.11. Considering to organize the innovation effort in a hackathon format

- Lg.12. Considering to organize the innovation effort in a gamified format

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section B

the **Nu** ingredient: nurturing day-to-day innovation tactics

guiding question: what manners can we use to nurture innovation as an integral part of the day-to-day activity in the workplace?

individual flavors

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Nu.1. An innovation whistle |
| <input checked="" type="checkbox"/> | Nu.2. An innovation wall |
| <input checked="" type="checkbox"/> | Nu.3. An innovation workbench and space |
| <input checked="" type="checkbox"/> | Nu.4. An innovation blueprint and an innovation canvas |
| <input checked="" type="checkbox"/> | Nu.5. Innovation gamestorming |
| <input checked="" type="checkbox"/> | Nu.6. Innovation points |
| <input checked="" type="checkbox"/> | Nu.7. Technology innovationization |
| <input checked="" type="checkbox"/> | Nu.8. Innovation ventures, innovation missions, innovation projects |
| <input checked="" type="checkbox"/> | Nu.9. Innovation badges |

HINT: further discussed in the InnoCook model study, Chapter 3 Section D

the **Oe** ingredient: organizational elements

guiding question: which organizational elements do we want to integrate in the innovation function of our institution?

individual flavors

- | | |
|-------------------------------------|--|
| <input checked="" type="checkbox"/> | Oe.1. People involved in innovation work |
| <input checked="" type="checkbox"/> | Oe.2. Structures undertaking innovation work |
| <input checked="" type="checkbox"/> | Oe.3. A recruitment policy for staffing innovation work |
| <input checked="" type="checkbox"/> | Oe.4. Process paradigms for carrying out innovation work |
| <input checked="" type="checkbox"/> | Oe.5. Motives for carrying out innovation work |
| <input checked="" type="checkbox"/> | Oe.6. A power and responsibility balance for innovation work |
| <input checked="" type="checkbox"/> | Oe.7. Rules and shared values for innovation work |

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Oi** ingredient: internal-facing objectives of innovation

guiding question: which objective in terms of improvements to internal operations do we want to accomplish with innovation?

individual flavors

- Oi.1. Innovation for effectiveness
- Oi.2. Innovation for efficiency

HINT: further discussed in the InnoCook model study, Introduction

the **Op** ingredient: public-facing objectives of innovation

guiding question: which objective in terms of improvements tangible by the public do we want to accomplish with innovation?

individual flavors

- Op.1. Innovation for responsiveness
- Op.2. Innovation for inclusiveness
- Op.3. Innovation for transparency
- Op.4. Innovation for accountability

HINT: further discussed in the InnoCook model study, Introduction

the **Os** ingredient: societal objectives of innovation

guiding question: which objective in terms of societal needs do we want to accomplish with innovation?

individual flavors

- Os.1. Innovation for peace
- Os.2. Innovation for justice
- Os.3. Innovation for safety
- Os.4. Innovation for disaster resilience
- Os.5. Innovation for climate resilience
- Os.6. Innovation for green technology adoption
- Os.7. Innovation for cities deciding openly

HINT: further discussed in the InnoCook model study, Introduction.

the Pa ingredient: structural patterns

guiding question: how do we want to structure our innovation work across relationships between people and values?

individual flavors

Co-creation of innovation

- Pa.1 Co-creation under normal conditions
- Pa.2 Humanitarian co-creation
- Pa.3 Multiple-helix co-creation

Incubation of innovation

- Pa.4 Internal-facing incubation
- Pa.5 Public-facing incubation
- Pa.6 Joined-up national innovation

Culture of innovation

- Pa.7 A culture for accomplishment
- Pa.8 A culture for well-being
- Pa.9 A culture for granting
- Pa.10 A culture for change
- Pa.11 A culture for expanded possibilities

Openness of innovation

- Pa.12 Intra-organizational openness
- Pa.13 Inter-organizational openness
- Pa.14 Partial public-facing openness
- Pa.15 Full public-facing openness

HINT: further discussed in the InnoCook model study, Chapter 1 Section E

the **Pd** ingredient: options for participatory design methods

guiding question: which options for participatory design methods do we want to consider for the innovation function of our institution?

individual flavors

<input checked="" type="checkbox"/>	Pd.1. Akvopedia collection
<input checked="" type="checkbox"/>	Pd.2. ACI library
<input checked="" type="checkbox"/>	Pd.3. UX Magazine collection
<input checked="" type="checkbox"/>	Pd.4. Smallfire collection
<input checked="" type="checkbox"/>	Pd.5. 18F Methods collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pp** ingredient: options for public participation methods

guiding question: which options for public participation methods do we want to consider for the innovation function of our institution?

individual flavors

<input checked="" type="checkbox"/>	Pp.1. Participedia
<input checked="" type="checkbox"/>	Pp.2. Action Catalogue
<input checked="" type="checkbox"/>	Pp.3. Organizing Engagement
<input checked="" type="checkbox"/>	Pp.4. IAP2 Public Participation Toolbox
<input checked="" type="checkbox"/>	Pp.5. IDS collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pt** ingredient: innovation process types

guiding question: which process type can we best choose for further structuring our innovation work?

individual flavors

- Pt.1. Bottom-up innovation
- Pt.2. Collaborative innovation
- Pt.3. Continuous innovation
- Pt.4. Disruptive innovation
- Pt.5. Frugal innovation
- Pt.6. Incremental innovation
- Pt.7. Local innovation
- Pt.8. Open innovation
- Pt.9. Sustainable innovation

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Sp** ingredient: options for serious play methods

guiding question: which options for serious play methods do we want to consider for the innovation function of our institution?

individual flavors

- Sp.1. SAP Scenes
- Sp.2. Lego Serious Play
- Sp.3. Playmobil pro

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Su** ingredient: suggestions for success

guiding question: what suggestions for the success of innovation work are we considering, with respect to priorities and application domains of our innovation planning?

individual flavors

Priorities of innovation planning

- Su.1. Prefer to start with public-facing innovation
- Su.2. Prefer to start with building local use cases that can be easily shared

Application domains of innovation planning

- Su.3. Cross-fertilize the institutional mandate with innovating for the Good Life Goals
- Su.4. Cross-fertilize the institutional mandate with innovating for the Leaving No One Behind universal value
- Su.5. Cross-fertilize the institutional mandate with innovating for the One Planet One Health approach
- Su.6. Cross-fertilize the institutional mandate with innovating for Our Common Agenda
- Su.7. Cross-fertilize the institutional mandate with innovating for topics of work by the UNSG Envoy on Technology
- Su.8. Innovate for the innovation ecosystem: innovation services procurement and innovative players
- Su.9. Innovate for government-to-employee and government-to-government services
- Su.10. Innovate through multistakeholder dialogues and co-creation of innovation with a public purpose
- Su.11. Explore technology-specific and technology-intensive innovation challenges

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the Td ingredient: innovation team dynamics

guiding question: what are the individual and team dynamics that we need to manage, to help the innovation team deliver successfully?

individual flavors

- Td.1. Contribution laziness
- Td.2. Contribution craziness
- Td.3. Contribution lossiness
- Td.4. Contribution bossiness
- Td.5. Contribution messiness
- Td.6. Pareto effects
- Td.7. Uneven learning curves
- Td.8. Fluctuating attention curves
- Td.9. An emotional partaking counter-clock
- Td.10. From time as foe to time as friend

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the Te ingredient: technologies for innovating

guiding question: which key technology are we taking stock of to innovate?

individual flavors

- Te.1. Artificial intelligence
- Te.2. Big data management
- Te.3. Blockchain
- Te.4. Cryptocurrencies
- Te.5. Virtual reality
- Te.6. Augmented reality
- Te.7. Autonomous robots
- Te.8. 3D printing
- Te.9. Internet of things
- Te.10. 5G and 6G wireless cellular networks
- Te.11. Biotechnology
- Te.12. Cloud computing and platforms
- Te.13. Application programming interfaces
- Te.14. Cybersecurity

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

B.3. PRINTABLE FLASHCARDS FOR MODEL INGREDIENTS: BLUE VARIETY

the **Ar** ingredient: arab region-specific government innovation themes

guiding question: which Arab region-specific government innovation theme are we addressing?

individual flavors

- Ar.1. Improving service delivery in finance; education; interior; cross government affairs; utilities; labour; justice; trade and industry; transport/traffic/police; social affairs; migration; health; municipal affairs; and tourism sectors.
- Ar.2. Promoting the Government-as-a-Platform paradigm: One platform where citizens can complete many or all government services.
- Ar.3. Implementing new service delivery methods by adding digital assistants.
- Ar.4. Implementing anticipatory/proactive services, bundled around a citizen's life events.
- Ar.5. Implementing invisible services, completed in the back-end without bothering the citizen.
- Ar.6. Improving digital public service design and delivery for greater civic engagement and citizen participation.
- Ar.7. Ensuring marginalized populations are not left behind.
- Ar.8. Managing data as an infrastructure, and improving the openness, quality, flow and use of government data.
- Ar.9. Managing cybersecurity in a holistic manner, beyond defensive software.
- Ar.10. Promoting digital standards for secure platforms, logins, and data.
- Ar.11. Moving forward to maturity and readiness for

artificial intelligence.

- Ar.12. Keeping government digitization at a fast pace, streamlining processes, removing bureaucracy and eliminating excessive regulation.
- Ar.13. Establishing formal government service structures and budgets, with separate legal government entity dedicated to government services.
- Ar.14. Moving away from organizational silos to open collaborations.
- Ar.15. Establishing an Arab platform for government administrative exchange of expertise and data.
- Ar.16. Relating the government talent strategy to government technology.
- Ar.17. Reforming the government talent and incentives policies with new skills, new mix of team members, and new incentives.
- Ar.18. Establishing cooperation models between the government and private sectors and frameworks for digital services.
- Ar.19. Enabling local emerging companies to work with the government sector.
- Ar.20. Unlocking innovation through cross-border collaboration.

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Be** ingredient: envisaged beneficiaries

guiding question: for whom are we doing this work?

individual flavors

- Be.1. the governments themselves, in the sense of improved operations quality
- Be.2. national citizens and businesses
- Be.3. incoming citizens and businesses
- Be.4. all of society, explicitly including people at disadvantage and at crisis
- Be.5. the broader cross-border region

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ca** ingredient: co-creation actors

guiding question: with whom are we doing this work?

individual flavors

- Ca.1. across the government, in the sense of multiple government branches coming together
- Ca.2. across the borders, in the sense of multiple governments in the cross-border region coming together
- Ca.3. multiple-helix actors, such as the private sector, the academia, the civil society as well as the media
- Ca.4. all of society, in the sense of all citizens

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Cc** ingredient: options for co-creation and innovation toolkits

guiding question: which options for co-creation and innovation toolkits do we want to consider for the innovation function of our institution?

individual flavors

- Ce.1. OGP collection
- Ce.2. OECD OPSI collection
- Ce.3. UNuLAB collection
- Ce.4. SAP Applaus collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Cg** ingredient, global-level challenges

guiding question: which global challenges or risks are we locally helping to address through the outcomes of our innovation work?

individual flavors

Challenges for the SDGs

- Cg-SDG.1 Help achievement of Goal 1. No poverty
- Cg-SDG.2 Help achievement of Goal 2. Zero hunger
- Cg-SDG.3 Help achievement of Goal 3. Good health and well-being
- Cg-SDG.4 Help achievement of Goal 4. Quality education
- Cg-SDG.5 Help achievement of Goal 5. Gender equality
- Cg-SDG.6 Help achievement of Goal 6. Clean water and sanitation
- Cg-SDG.7 Help achievement of Goal 7. Affordable and clean energy
- Cg-SDG.8 Help achievement of Goal 8. Decent work and economic growth
- Cg-SDG.9 Help achievement of Goal 9. Industry, innovation and infrastructure
- Cg-SDG.10 Help achievement of Goal 10. Reduced inequalities
- Cg-SDG.11 Help achievement of Goal 11. Sustainable cities and communities
- Cg-SDG.12 Help achievement of Goal 12. Responsible consumption and production
- Cg-SDG.13 Help achievement of Goal 13. Climate action

- Cg-SDG.14 Help achievement of Goal 14. Life below water
- Cg-SDG.15 Help achievement of Goal 15. Life on land
- Cg-SDG.16 Help achievement of Goal 16. Peace, justice and strong institutions
- Cg-SDG.17 Help achievement of Goal 17. Partnership for the Goals

Challenges for global risks

- Cg-GRR.1 Help mitigation of global economic risks
- Cg-GRR.2 Help mitigation of global environmental risks
- Cg-GRR.3 Help mitigation of global geopolitical risks
- Cg-GRR.4 Help mitigation of global societal risks
- Cg-GRR.5 Help mitigation of global technological risks

Challenges for global development

- Cg-WDR.1 Help development through Global Value Chains
- Cg-WDR.2 Help development through Data for Better Lives
- Cg-WDR.3 Help development through Finance for an Equitable Recovery
- Cg-WDR.4 Help development through Migrants, Refugees and Societies

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Ci** ingredient: indicator-level challenges

guiding question: which innovation indicators are we improving in the process of our innovation work?

individual flavors

Challenges for IES indicators

- Ci-IES1. Improve IES Framework conditions indicators
- Ci-IES2. Improve IES Investments indicators
- Ci-IES3. Improve IES Innovation activities indicators
- Ci-IES4. Improve IES Impacts indicators

Challenges for GII indicators

- Ci-GII1. Improve GII Institutions indicators
- Ci-GII2. Improve GII Human capital and research indicators
- Ci-GII3. Improve GII Infrastructure indicators
- Ci-GII4. Improve GII Market sophistication indicators
- Ci-GII5. Improve GII Business sophistication indicators
- Ci-GII6. Improve GII Knowledge and technology outputs indicators
- Ci-GII7. Improve GII Creative outputs indicators

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Fd** ingredient: options for flat organizational designs

guiding question: which options for flat organizational designs do we want to consider for the innovation function of our institution?

individual flavors

- Fd.1. Flatarchy
- Fd.2. Sociocracy
- Fd.3. Holacracy

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Fl** ingredient: focus level

guiding question: what are we doing with our work?

individual flavors

-  Fl.1. use of technology to provide new service capabilities and improved quality of service
-  Fl.2. re-organization of operational structures and service-delivery processes made possible by, and to take better advantage of, the capabilities offered by technology
-  Fl.3. regulation of new technology so that it can be used in ways preserving, and even advancing, citizens' rights
-  Fl.4. institutionalization of innovation as a core policy and function, accompanied by establishment of new entities with a clear innovation mandate
-  Fl.5. building of skills and culture enabling to take stock of new technologies

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ge** ingredient: options for gamification elements

guiding question: which options for gamification elements do we want to consider for the innovation function of our institution?

individual flavors

-  Ge.1. Periodic Table of Gamification Elements
-  Ge.2. Octalysis Framework
-  Ge.3. Mambo.IO collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Id** ingredient: options for ideation methods

guiding question: which options for ideation methods do we want to consider for the innovation function of our institution?

individual flavors

-  Id.1. MindTools
-  Id.2. Gamestorming
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IHNT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Is** ingredient: issues for success

guiding question: what issues for the success of innovation work are we identifying within our institutions and for external beneficiaries/adopters of our innovations?

individual flavors

Preference of public-facing over internal-facing innovations as a starting point

- Is.1. Publics having pressing needs that can be met with innovation at the delivery end of public sector products and services
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Preference of local use case-based over global use case-based innovations as a starting point

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- Is.6. Centrally based innovation efforts that face difficulties in diffusion and adoption
- Is.7. Centrally based innovation efforts that face difficulties in diffusing to and having uptaken by their extramural stakeholders their own innovation potential

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Kp** ingredient: key performance indicators

guiding question: what are we measuring for performance?

individual flavors

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- Kp1.4. Mobile services availability level
- Kp1.5. Applications availability on various mobile platforms
- Kp1.6. Availability of languages on the portal
- Kp1.7. Feedback enablement through portal
- Kp1.8. Persons with disability enablement through portal
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Public outreach KPIs

- Kp3.1. Percentage of new services accompanied by marketing campaigns (from services assessed in the index)
- Kp3.2. Percentage of new services accompanied by marketing campaigns (from total services at the entity level)
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HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Lc** ingredient: innovation life cycle activities

guiding question: which ideation, deliberation, evolution and assimilation activities for the innovations to be developed can we best choose for further structuring our innovation work?

individual flavors

IDEA Lifecycle Ideation Phase

- Lc-I.1. Collaboration
- Lc-I.2. Idea management
- Lc-I.3. Data visualization
- Lc-I.4. Employee engagement
- Lc-I.5. Gamification

IDEA Lifecycle Deliberation Phase

- Lc-D.1. Participation
- Lc-D.2. Crowdsourcing
- Lc-D.3. Debating
- Lc-D.4. Argumentation
- Lc-D.5. Semantic modelling
- Lc-D.6. Sentiment analysis
- Lc-D.7. Opinion mining
- Lc-D.8. Open innovation
- Lc-D.9. Policy making

IDEA Lifecycle Evolution Phase

- Lc-E.1. Project management

- Lc-E.2. Performance appraisal
- Lc-E.3. Knowledge management
- Lc-E.4. IT management
- Lc-E.5. Data governance
- Lc-E.6. Process management
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IDEA Lifecycle Assimilation Phase

- Lc-A.1. Online community
- Lc-A.2. Social media management
- Lc-A.3. Advocacy
- Lc-A.4. Feedback management










HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Lg** ingredient: local use case innovation guidelines



guiding question: with what guidelines can we build local use cases of innovation to share with others?

individual flavors

Framing innovation work: providing an overall framework within which the innovation effort will take place

-  Lg.1. Bringing a small group of stakeholders together
-  Lg.2. Formulating a mission for supporting and sharing a local use case innovation across its life-cycle
-  Lg.3. Taking a think big/start small and a dolphins, not whales approach
-  Lg.4. Preferring technologies with a fast availability and learning curve
-  Lg.5. Preferring to build upon, rather than amend, what exists already
-  Lg.6. Identifying a proper publication venue for the innovation
-  Lg.7. Considering broader publication venues
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-  Lg.9. Using the innovation model in a lean manner

Formatting innovation work: defining a specific format that will structure the way in which innovation work will take place, within the framework chosen

-  Lg.10. Considering to organize the innovation effort in a workshop format
-  Lg.11. Considering to organize the innovation effort in a hackathon format










-  Lg.12. Considering to organize the innovation effort in a gamified format

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section B.

the **Nu** ingredient: nurturing day-to-day innovation tactics

guiding question: what manners can we use to nurture innovation as an integral part of the day-to-day activity in the workplace?

individual flavors






-  Nu.1. An innovation whistle
-  Nu.2. An innovation wall
-  Nu.3. An innovation workbench and space
-  Nu.4. An innovation blueprint and an innovation canvas
-  Nu.5. Innovation gamestorming
-  Nu.6. Innovation points
-  Nu.7. Technology innovationization
-  Nu.8. Innovation ventures, innovation missions, innovation projects
-  Nu.9. Innovation badges

HINT: further discussed in the InnoCook model study, Chapter 3 Section D

the **Oe** ingredient: organizational elements

guiding question: which organizational elements do we want to integrate in the innovation function of our institution?

individual flavors

-  Oe.1. People involved in innovation work
-  Oe.2. Structures undertaking innovation work
-  Oe.3. A recruitment policy for staffing innovation work
-  Oe.4. Process paradigms for carrying out innovation work
-  Oe.5. Motives for carrying out innovation work
-  Oe.6. A power and responsibility balance for innovation work
-  Oe.7. Rules and shared values for innovation work

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Oi** ingredient: internal-facing objectives of innovation

guiding question: which objective in terms of improvements to internal operations do we want to accomplish with innovation?

individual flavors

- Oi.1. Innovation for effectiveness
- Oi.2. Innovation for efficiency

HINT: further discussed in the InnoCook model study, Introduction

the **Op** ingredient: public-facing objectives of innovation

guiding question: which objective in terms of improvements tangible by the public do we want to accomplish with innovation?

individual flavors

- Op.1. Innovation for responsiveness
- Op.2. Innovation for inclusiveness
- Op.3. Innovation for transparency
- Op.4. Innovation for accountability

HINT: further discussed in the InnoCook model study, Introduction

the **Os** ingredient: societal objectives of innovation

guiding question: which objective in terms of societal needs do we want to accomplish with innovation?

individual flavors

- Os.1. Innovation for peace
- Os.2. Innovation for justice
- Os.3. Innovation for safety
- Os.4. Innovation for disaster resilience
- Os.5. Innovation for climate resilience
- Os.6. Innovation for green technology adoption
- Os.7. Innovation for cities deciding openly

HINT: further discussed in the InnoCook model study, Introduction

the **Pa** ingredient: structural patterns

guiding question: how do we want to structure our innovation work across relationships between people and values?

individual flavors

Co-creation of innovation

- Pa.1 Co-creation under normal conditions
- Pa.2 Humanitarian co-creation
- Pa.3 Multiple-helix co-creation

Incubation of innovation

- Pa.4 Internal-facing incubation
- Pa.5 Public-facing incubation
- Pa.6 Joined-up national innovation

Culture of innovation

- Pa.7 A culture for accomplishment
- Pa.8 A culture for well-being
- Pa.9 A culture for granting
- Pa.10 A culture for change
- Pa.11 A culture for expanded possibilities

Openness of innovation

- Pa.12 Intra-organizational openness
- Pa.13 Inter-organizational openness
- Pa.14 Partial public-facing openness
- Pa.15 Full public-facing openness

HINT: further discussed in the InnoCook model study, Chapter 1 Section E

the **Pd** ingredient: options for participatory design methods

guiding question: which options for participatory design methods do we want to consider for the innovation function of our institution?

individual flavors

- Pd.1. Akvopedia collection
- Pd.2. ACI library
- Pd.3. UX Magazine collection
- Pd.4. Smallfire collection
- Pd.5. 18F Methods collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pp** ingredient: options for public participation methods

guiding question: which options for public participation methods do we want to consider for the innovation function of our institution?

individual flavors

- Pp.1. Participedia
- Pp.2. Action Catalogue
- Pp.3. Organizing Engagement
- Pp.4. IAP2 Public Participation Toolbox
- Pp.5. IDS collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pt** ingredient: innovation process types

guiding question: which process type can we best choose for further structuring our innovation work?

individual flavors

- Pt.1. Bottom-up innovation
- Pt.2. Collaborative innovation
- Pt.3. Continuous innovation
- Pt.4. Disruptive innovation
- Pt.5. Frugal innovation
- Pt.6. Incremental innovation
- Pt.7. Local innovation
- Pt.8. Open innovation
- Pt.9. Sustainable innovation

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Sp** ingredient: options for serious play methods

guiding question: which options for serious play methods do we want to consider for the innovation function of our institution?

individual flavors

- Sp.1. SAP Scenes
- Sp.2. Lego Serious Play
- Sp.3. Playmobil pro

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Su** ingredient: suggestions for success

guiding question: what suggestions for the success of innovation work are we considering, with respect to priorities and application domains of our innovation planning?

individual flavors

Priorities of innovation planning

- Su.1. Prefer to start with public-facing innovation
- Su.2. Prefer to start with building local use cases that can be easily shared

Application domains of innovation planning

- Su.3. Cross-fertilize the institutional mandate with innovating for the Good Life Goals
- Su.4. Cross-fertilize the institutional mandate with innovating for the Leaving No One Behind universal value
- Su.5. Cross-fertilize the institutional mandate with innovating for the One Planet One Health approach
- Su.6. Cross-fertilize the institutional mandate with innovating for Our Common Agenda
- Su.7. Cross-fertilize the institutional mandate with innovating for topics of work by the UNSG Envoy on Technology
- Su.8. Innovate for the innovation ecosystem: innovation services procurement and innovative players
- Su.9. Innovate for government-to-employee and government-to-government services
- Su.10. Innovate through multistakeholder dialogues and co-creation of innovation with a public purpose
- Su.11. Explore technology-specific and technology-intensive innovation challenges

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Td** ingredient: innovation team dynamics

guiding question: what are the individual and team dynamics that we need to manage, to help the innovation team deliver successfully?

individual flavors

- Td.1. Contribution laziness
- Td.2. Contribution craziness
- Td.3. Contribution lossiness
- Td.4. Contribution bossiness
- Td.5. Contribution messiness
- Td.6. Pareto effects
- Td.7. Uneven learning curves
- Td.8. Fluctuating attention curves
- Td.9. An emotional partaking counter-clock
- Td.10. From time as foe to time as friend

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Te** ingredient: technologies for innovating

guiding question: which key technology are we taking stock of to innovate?

individual flavors

- Te.1. Artificial intelligence
- Te.2. Big data management
- Te.3. Blockchain
- Te.4. Cryptocurrencies
- Te.5. Virtual reality
- Te.6. Augmented reality
- Te.7. Autonomous robots
- Te.8. 3D printing
- Te.9. Internet of things
- Te.10. 5G and 6G wireless cellular networks
- Te.11. Biotechnology
- Te.12. Cloud computing and platforms
- Te.13. Application programming interfaces
- Te.14. Cybersecurity

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

C.4. PRINTABLE FLASHCARDS FOR MODEL INGREDIENTS: PURPLE VARIETY

the **Ar** ingredient: arab region-specific government innovation themes

guiding question: which Arab region-specific government innovation theme are we addressing?

individual flavors

- Ar.1. Improving service delivery in finance; education; interior; cross government affairs; utilities; labour; justice; trade and industry; transport/traffic/police; social affairs; migration; health; municipal affairs; and tourism sectors.
- Ar.2. Promoting the Government-as-a-Platform paradigm: One platform where citizens can complete many or all government services.
- Ar.3. Implementing new service delivery methods by adding digital assistants.
- Ar.4. Implementing anticipatory/proactive services, bundled around a citizen's life events.
- Ar.5. Implementing invisible services, completed in the back-end without bothering the citizen.
- Ar.6. Improving digital public service design and delivery for greater civic engagement and citizen participation.
- Ar.7. Ensuring marginalized populations are not left behind.
- Ar.8. Managing data as an infrastructure, and improving the openness, quality, flow and use of government data.
- Ar.9. Managing cybersecurity in a holistic manner, beyond defensive software.
- Ar.10. Promoting digital standards for secure platforms, logins, and data.
- Ar.11. Moving forward to maturity and readiness for

artificial intelligence.

- Ar.12. Keeping government digitization at a fast pace, streamlining processes, removing bureaucracy and eliminating excessive regulation.
- Ar.13. Establishing formal government service structures and budgets, with separate legal government entity dedicated to government services.
- Ar.14. Moving away from organizational silos to open collaborations.
- Ar.15. Establishing an Arab platform for government administrative exchange of expertise and data.
- Ar.16. Relating the government talent strategy to government technology.
- Ar.17. Reforming the government talent and incentives policies with new skills, new mix of team members, and new incentives.
- Ar.18. Establishing cooperation models between the government and private sectors and frameworks for digital services.
- Ar.19. Enabling local emerging companies to work with the government sector.
- Ar.20. Unlocking innovation through cross-border collaboration.

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Be** ingredient: envisaged beneficiaries

guiding question: for whom are we doing this work?

individual flavors

- Be.1. the governments themselves, in the sense of improved operations quality
- Be.2. national citizens and businesses
- Be.3. incoming citizens and businesses
- Be.4. all of society, explicitly including people at disadvantage and at crisis
- Be.5. the broader cross-border region

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ca** ingredient: co-creation actors

guiding question: with whom are we doing this work?

individual flavors

- Ca.1. across the government, in the sense of multiple government branches coming together
- Ca.2. across the borders, in the sense of multiple governments in the cross-border region coming together
- Ca.3. multiple-helix actors, such as the private sector, the academia, the civil society as well as the media
- Ca.4. all of society, in the sense of all citizens

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Cc** ingredient: options for co-creation and innovation toolkits

guiding question: which options for co-creation and innovation toolkits do we want to consider for the innovation function of our institution?

individual flavors

- Cc.1. OGP collection
- Cc.2. OECD OPSI collection
- Cc.3. UNaLAB collection
- Cc.4 SAP Applaus collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Cg** ingredient: global-level challenges

guiding question: which global challenges or risks are we locally helping to address through the outcomes of our innovation work?

individual flavors

Challenges for the SDGs

- Cg-SDG.1 Help achievement of Goal 1. No poverty
- Cg-SDG.2 Help achievement of Goal 2. Zero hunger
- Cg-SDG.3 Help achievement of Goal 3. Good health and well-being
- Cg-SDG.4 Help achievement of Goal 4. Quality education
- Cg-SDG.5 Help achievement of Goal 5. Gender equality
- Cg-SDG.6 Help achievement of Goal 6. Clean water and sanitation
- Cg-SDG.7 Help achievement of Goal 7. Affordable and clean energy
- Cg-SDG.8 Help achievement of Goal 8. Decent work and economic growth
- Cg-SDG.9 Help achievement of Goal 9. Industry, innovation and infrastructure
- Cg-SDG.10 Help achievement of Goal 10. Reduced inequalities
- Cg-SDG.11 Help achievement of Goal 11. Sustainable cities and communities
- Cg-SDG.12 Help achievement of Goal 12. Responsible consumption and production
- Cg-SDG.13 Help achievement of Goal 13. Climate action

- Cg-SDG.14 Help achievement of Goal 14. Life below water
- Cg-SDG.15 Help achievement of Goal 15. Life on land
- Cg-SDG.16 Help achievement of Goal 16. Peace, justice and strong institutions
- Cg-SDG.17 Help achievement of Goal 17. Partnership for the Goals

Challenges for global risks

- Cg-GRR.1 Help mitigation of global economic risks
- Cg-GRR.2 Help mitigation of global environmental risks
- Cg-GRR.3 Help mitigation of global geopolitical risks
- Cg-GRR.4 Help mitigation of global societal risks
- Cg-GRR.5 Help mitigation of global technological risks

Challenges for global development

- Cg-WDR.1 Help development through Global Value Chains
- Cg-WDR.2 Help development through Data for Better Lives
- Cg-WDR.3 Help development through Finance for an Equitable Recovery
- Cg-WDR.4 Help development through Migrants, Refugees and Societies

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Ci** ingredient: indicator-level challenges

guiding question: which innovation indicators are we improving in the process of our innovation work?

individual flavors

Challenges for IES indicators

- Ci-IES1. Improve IES Framework conditions indicators
- Ci-IES2. Improve IES Investments indicators
- Ci-IES3. Improve IES Innovation activities indicators
- Ci-IES4. Improve IES Impacts indicators

Challenges for GI indicators

- Ci-GI1. Improve GI Institutions indicators
- Ci-GI2. Improve GI Human capital and research indicators
- Ci-GI3. Improve GI Infrastructure indicators
- Ci-GI4. Improve GI Market sophistication indicators
- Ci-GI5. Improve GI Business sophistication indicators
- Ci-GI6. Improve GI Knowledge and technology outputs indicators
- Ci-GI7. Improve GI Creative outputs indicators

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Fd** ingredient: options for flat organizational designs

guiding question: which options for flat organizational designs do we want to consider for the innovation function of our institution?

individual flavors

- Fd.1. Flatarchy
- Fd.2. Socioeracy
- Fd.3. Holacracy

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Fl** ingredient: focus level

guiding question: what are we doing with our work?

individual flavors

- Fl.1. use of technology to provide new service capabilities and improved quality of service
- Fl.2. re-organization of operational structures and service-delivery processes made possible by, and to take better advantage of, the capabilities offered by technology
- Fl.3. regulation of new technology so that it can be used in ways preserving, and even advancing, citizens' rights
- Fl.4. institutionalization of innovation as a core policy and function, accompanied by establishment of new entities with a clear innovation mandate
- Fl.5. building of skills and culture enabling to take stock of new technologies

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ge** ingredient: options for gamification elements

guiding question: which options for gamification elements do we want to consider for the innovation function of our institution?

individual flavors

- Ge.1. Periodic Table of Gamification Elements
- Ge.2. Octalysis Framework
- Ge.3. Mambo.IO collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Id** ingredient: options for ideation methods

guiding question: which options for ideation methods do we want to consider for the innovation function of our institution?

individual flavors

- Id.1. MindTools
- Id.2. Gamestorming
- Id.3. Google collections on Ideation techniques and Ideation methods

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **IS** ingredient: issues for success

guiding question: what issues for the success of innovation work are we identifying within our institutions and for external beneficiaries/adopters of our innovations?

individual flavors

Preference of public-facing over internal-facing innovations as a starting point

- Is.1. Publics having pressing needs that can be met with innovation at the delivery end of public sector products and services
- Is.2. Publics having limited or no trust in the potential of public institutions to innovate
- Is.3. Public sector innovation plans facing severe technology and implementation risks because of the need to amend existing ways and systems of work

Preference of local use case-based over global use case-based innovations as a starting point

- Is.4. Local contexts in need of innovation, having specific needs very deeply rooted in local factors, that are hard to understand for non-locals
- Is.5. Global contexts in need of innovation, encompassing local contexts of high heterogeneity
- Is.6. Centrally based innovation efforts that face difficulties in diffusion and adoption
- Is.7. Centrally based innovation efforts that face difficulties in diffusing to and having uptaken by their extramural stakeholders their own innovation potential

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Kp** ingredient: key performance indicators

guiding question: what are we measuring for performance?

individual flavors

Service availability and sophistication KPIs

- Kp1.1. Portal services sophistication level
- Kp1.2. Portal personalization
- Kp1.3. Mobile services sophistication level
- Kp1.4. Mobile services availability level
- Kp1.5. Applications availability on various mobile platforms
- Kp1.6. Availability of languages on the portal
- Kp1.7. Feedback enablement through portal
- Kp1.8. Persons with disability enablement through portal
- Kp1.9. Availability of languages on mobile applications
- Kp1.10. Feedback enablement through mobile
- Kp1.11. Persons with disability enablement through mobile
- Kp1.12. Channels interoperability
- Kp1.13. Channels security level
- Kp1.14. Open data provisioning
- Kp1.15. Open data delivery format

Service usage and user satisfaction KPIs

- Kp2.1. Service usage over portal (service level)
- Kp2.2. Service usage over mobile (service level)

- Kp2.3. Overall usage over portal (entity level)
- Kp2.4. Overall usage over mobile (entity level)
- Kp2.5. User satisfaction over portal
- Kp2.6. User satisfaction over mobile

Public outreach KPIs

- Kp3.1. Percentage of new services accompanied by marketing campaigns (from services assessed in the index)
- Kp3.2. Percentage of new services accompanied by marketing campaigns (from total services at the entity level)
- Kp3.3. Availability of support tools

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Lc** ingredient: innovation life cycle activities

guiding question: which ideation, deliberation, evolution and assimilation activities for the innovations to be developed can we best choose for further structuring our innovation work?

individual flavors

IDEA Lifecycle Ideation Phase

- Lc-I.1. Collaboration
- Lc-I.2. Idea management
- Lc-I.3. Data visualization
- Lc-I.4. Employee engagement
- Lc-I.5. Gamification

IDEA Lifecycle Deliberation Phase

- Lc-D.1. Participation
- Lc-D.2. Crowdsourcing
- Lc-D.3. Debating
- Lc-D.4. Argumentation
- Lc-D.5. Semantic modelling
- Lc-D.6. Sentiment analysis
- Lc-D.7. Opinion mining
- Lc-D.8. Open innovation
- Lc-D.9. Policy making

IDEA Lifecycle Evolution Phase

- Lc-E.1. Project management

- Lc-E.2. Performance appraisal
- Lc-E.3. Knowledge management
- Lc-E.4. IT management
- Lc-E.5. Data governance
- Lc-E.6. Process management
- Lc-E.7. Performance management

IDEA Lifecycle Assimilation Phase

- Lc-A.1. Online community
- Lc-A.2. Social media management
- Lc-A.3. Advocacy
- Lc-A.4. Feedback management

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Lg** ingredient: local use case innovation guidelines

guiding question: with what guidelines can we build local use cases of innovation to share with others?

individual flavors

Framing innovation work: providing an overall framework within which the innovation effort will take place

- Lg.1. Bringing a small group of stakeholders together
- Lg.2. Formulating a mission for supporting and sharing a local use case innovation across its life-cycle
- Lg.3. Taking a think big/start small and a dolphins, not whales approach
- Lg.4. Preferring technologies with a fast availability and learning curve
- Lg.5. Preferring to build upon, rather than amend, what exists already
- Lg.6. Identifying a proper publication venue for the innovation
- Lg.7. Considering broader publication venues
- Lg.8. Considering submitting documented innovation efforts for recognition as Digital Public Goods
- Lg.9. Using the innovation model in a lean manner

Formatting innovation work: defining a specific format that will structure the way in which innovation work will take place, within the framework chosen

- Lg.10. Considering to organize the innovation effort in a workshop format
- Lg.11. Considering to organize the innovation effort in a hackathon format

- Lg.12. Considering to organize the innovation effort in a gamified format

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section B

the **Nu** ingredient: nurturing day-to-day innovation tactics

guiding question: what manners can we use to nurture innovation as an integral part of the day-to-day activity in the workplace?

individual flavors

- Nu.1. An innovation whistle
- Nu.2. An innovation wall
- Nu.3. An innovation workbench and space
- Nu.4. An innovation blueprint and an innovation canvas
- Nu.5. Innovation gamestorming
- Nu.6. Innovation points
- Nu.7. Technology innovationization
- Nu.8. Innovation ventures, innovation missions, innovation projects
- Nu.9. Innovation badges

HINT: further discussed in the InnoCook model study, Chapter 3 Section D

the **Oe** ingredient: organizational elements

guiding question: which organizational elements do we want to integrate in the innovation function of our institution?

individual flavors

- Oe.1. People involved in innovation work
- Oe.2. Structures undertaking innovation work
- Oe.3. A recruitment policy for staffing innovation work
- Oe.4. Process paradigms for carrying out innovation work
- Oe.5. Motives for carrying out innovation work
- Oe.6. A power and responsibility balance for innovation work
- Oe.7. Rules and shared values for innovation work

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Oi** ingredient: internal-facing objectives of innovation

guiding question: which objective in terms of improvements to internal operations do we want to accomplish with innovation?

individual flavors

- Oi.1. Innovation for effectiveness
- Oi.2. Innovation for efficiency

HINT: further discussed in the InnoCook model study, Introduction

the **Op** ingredient: public-facing objectives of innovation

guiding question: which objective in terms of improvements tangible by the public do we want to accomplish with innovation?

individual flavors

- Op.1. Innovation for responsiveness
- Op.2. Innovation for inclusiveness
- Op.3. Innovation for transparency
- Op.4. Innovation for accountability

HINT: further discussed in the InnoCook model study, Introduction

the **Os** ingredient: societal objectives of innovation

guiding question: which objective in terms of societal needs do we want to accomplish with innovation?

individual flavors

- Os.1. Innovation for peace
- Os.2. Innovation for justice
- Os.3. Innovation for safety
- Os.4. Innovation for disaster resilience
- Os.5. Innovation for climate resilience
- Os.6. Innovation for green technology adoption
- Os.7. Innovation for cities deciding openly

HINT: further discussed in the InnoCook model study, Introduction

the **Pa** ingredient: structural patterns

guiding question: how do we want to structure our innovation work across relationships between people and values?

individual flavors

Co-creation of innovation

- Pa.1 Co-creation under normal conditions
- Pa.2 Humanitarian co-creation
- Pa.3 Multiple-helix co-creation

Incubation of innovation

- Pa.4 Internal-facing incubation
- Pa.5 Public-facing incubation
- Pa.6 Joined-up national innovation

Culture of innovation

- Pa.7 A culture for accomplishment
- Pa.8 A culture for well-being
- Pa.9 A culture for granting
- Pa.10 A culture for change
- Pa.11 A culture for expanded possibilities

Openness of innovation

- Pa.12 Intra-organizational openness
- Pa.13 Inter-organizational openness
- Pa.14 Partial public-facing openness
- Pa.15 Full public-facing openness

HINT: further discussed in the InnoCook model study, Chapter 1 Section E

the **Pd** ingredient: options for participatory design methods

guiding question: which options for participatory design methods do we want to consider for the innovation function of our institution?

individual flavors

- Pd.1. Akvopedia collection
- Pd.2. ACI library
- Pd.3. UX Magazine collection
- Pd.4. Smallfire collection
- Pd.5. 18F Methods collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pp** ingredient: options for public participation methods

guiding question: which options for public participation methods do we want to consider for the innovation function of our institution?

individual flavors

- Pp.1. Participedia
- Pp.2. Action Catalogue
- Pp.3. Organizing Engagement
- Pp.4. IAP2 Public Participation Toolbox
- Pp.5. IDS collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pt** ingredient: innovation process types

guiding question: which process type can we best choose for further structuring our innovation work?

individual flavors

- Pt.1. Bottom-up innovation
- Pt.2. Collaborative innovation
- Pt.3. Continuous innovation
- Pt.4. Disruptive innovation
- Pt.5. Frugal innovation
- Pt.6. Incremental innovation
- Pt.7. Local innovation
- Pt.8. Open innovation
- Pt.9. Sustainable innovation

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Sp** ingredient: options for serious play methods

guiding question: which options for serious play methods do we want to consider for the innovation function of our institution?

individual flavors

- Sp.1. SAP Scenes
- Sp.2. Lego Serious Play
- Sp.3. Playmobil pro

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Su** ingredient: suggestions for success

guiding question: what suggestions for the success of innovation work are we considering, with respect to priorities and application domains of our innovation planning?

individual flavors

Priorities of innovation planning

- Su.1. Prefer to start with public-facing innovation
- Su.2. Prefer to start with building local use cases that can be easily shared

Application domains of innovation planning

- Su.3. Cross-fertilize the institutional mandate with innovating for the Good Life Goals
- Su.4. Cross-fertilize the institutional mandate with innovating for the Leaving No One Behind universal value
- Su.5. Cross-fertilize the institutional mandate with innovating for the One Planet One Health approach
- Su.6. Cross-fertilize the institutional mandate with innovating for Our Common Agenda
- Su.7. Cross-fertilize the institutional mandate with innovating for topics of work by the UNSG Envoy on Technology
- Su.8. Innovate for the innovation ecosystem: innovation services procurement and innovative players
- Su.9. Innovate for government-to-employee and government-to-government services
- Su.10. Innovate through multistakeholder dialogues and co-creation of innovation with a public purpose
- Su.11. Explore technology-specific and technology-intensive innovation challenges

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Td** ingredient: innovation team dynamics

guiding question: what are the individual and team dynamics that we need to manage, to help the innovation team deliver successfully?

individual flavors

- Td.1. Contribution laziness
- Td.2. Contribution craziness
- Td.3. Contribution lossiness
- Td.4. Contribution bossiness
- Td.5. Contribution messiness
- Td.6. Pareto effects
- Td.7. Uneven learning curves
- Td.8. Fluctuating attention curves
- Td.9. An emotional partaking counter-clock
- Td.10. From time as foe to time as friend

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Te** ingredient: technologies for innovating

guiding question: which key technology are we taking stock of to innovate?

individual flavors

- Te.1. Artificial intelligence
- Te.2. Big data management
- Te.3. Blockchain
- Te.4. Cryptocurrencies
- Te.5. Virtual reality
- Te.6. Augmented reality
- Te.7. Autonomous robots
- Te.8. 3D printing
- Te.9. Internet of things
- Te.10. 5G and 6G wireless cellular networks
- Te.11. Biotechnology
- Te.12. Cloud computing and platforms
- Te.13. Application programming interfaces
- Te.14. Cybersecurity

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

C.5. PRINTABLE FLASHCARDS FOR MODEL INGREDIENTS: RED VARIETY

the **Ar** ingredient: arab region-specific government innovation themes

guiding question: which Arab region-specific government innovation theme are we addressing?

individual flavors

- Ar.1. Improving service delivery in finance; education; interior; cross government affairs; utilities; labour; justice; trade and industry; transport/traffic/police; social affairs; migration; health; municipal affairs; and tourism sectors.
- Ar.2. Promoting the Government-as-a-Platform paradigm: One platform where citizens can complete many or all government services.
- Ar.3. Implementing new service delivery methods by adding digital assistants.
- Ar.4. Implementing anticipatory/proactive services, bundled around a citizen's life events.
- Ar.5. Implementing invisible services, completed in the back-end without bothering the citizen.
- Ar.6. Improving digital public service design and delivery for greater civic engagement and citizen participation.
- Ar.7. Ensuring marginalized populations are not left behind.
- Ar.8. Managing data as an infrastructure, and improving the openness, quality, flow and use of government data.
- Ar.9. Managing cybersecurity in a holistic manner, beyond defensive software.
- Ar.10. Promoting digital standards for secure platforms, logins, and data.
- Ar.11. Moving forward to maturity and readiness for

artificial intelligence.

- Ar.12. Keeping government digitization at a fast pace, streamlining processes, removing bureaucracy and eliminating excessive regulation.
- Ar.13. Establishing formal government service structures and budgets, with separate legal government entity dedicated to government services.
- Ar.14. Moving away from organizational silos to open collaborations.
- Ar.15. Establishing an Arab platform for government administrative exchange of expertise and data.
- Ar.16. Relating the government talent strategy to government technology.
- Ar.17. Reforming the government talent and incentives policies with new skills, new mix of team members, and new incentives.
- Ar.18. Establishing cooperation models between the government and private sectors and frameworks for digital services.
- Ar.19. Enabling local emerging companies to work with the government sector.
- Ar.20. Unlocking innovation through cross-border collaboration.

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Be** ingredient: envisaged beneficiaries

guiding question: for whom are we doing this work?

individual flavors

- Be.1. the governments themselves, in the sense of improved operations quality
- Be.2. national citizens and businesses
- Be.3. incoming citizens and businesses
- Be.4. all of society, explicitly including people at disadvantage and at crisis
- Be.5. the broader cross-border region

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ca** ingredient: co-creation actors

guiding question: with whom are we doing this work?

individual flavors

- Ca.1. across the government, in the sense of multiple government branches coming together
- Ca.2. across the borders, in the sense of multiple governments in the cross-border region coming together
- Ca.3. multiple-helix actors, such as the private sector, the academia, the civil society as well as the media
- Ca.4. all of society, in the sense of all citizens

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Cc** ingredient: options for co-creation and innovation toolkits

guiding question: which options for co-creation and innovation toolkits do we want to consider for the innovation function of our institution?

individual flavors

- Cc.1. OGP collection
- Cc.2. OECD OPSI collection
- Cc.3. UNaLAB collection
- Cc.4 SAP Applaus collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Cg** ingredient: global-level challenges

guiding question: which global challenges or risks are we locally helping to address through the outcomes of our innovation work?

individual flavors

Challenges for the SDGs

- Cg-SDG.1 Help achievement of Goal 1. No poverty
- Cg-SDG.2 Help achievement of Goal 2. Zero hunger
- Cg-SDG.3 Help achievement of Goal 3. Good health and well-being
- Cg-SDG.4 Help achievement of Goal 4. Quality education
- Cg-SDG.5 Help achievement of Goal 5. Gender equality
- Cg-SDG.6 Help achievement of Goal 6. Clean water and sanitation
- Cg-SDG.7 Help achievement of Goal 7. Affordable and clean energy
- Cg-SDG.8 Help achievement of Goal 8. Decent work and economic growth
- Cg-SDG.9 Help achievement of Goal 9. Industry, innovation and infrastructure
- Cg-SDG.10 Help achievement of Goal 10. Reduced inequalities
- Cg-SDG.11 Help achievement of Goal 11. Sustainable cities and communities
- Cg-SDG.12 Help achievement of Goal 12. Responsible consumption and production
- Cg-SDG.13 Help achievement of Goal 13. Climate action

- Cg-SDG.14 Help achievement of Goal 14. Life below water
- Cg-SDG.15 Help achievement of Goal 15. Life on land
- Cg-SDG.16 Help achievement of Goal 16. Peace, justice and strong institutions
- Cg-SDG.17 Help achievement of Goal 17. Partnership for the Goals

Challenges for global risks

- Cg-GRR.1 Help mitigation of global economic risks
- Cg-GRR.2 Help mitigation of global environmental risks
- Cg-GRR.3 Help mitigation of global geopolitical risks
- Cg-GRR.4 Help mitigation of global societal risks
- Cg-GRR.5 Help mitigation of global technological risks

Challenges for global development

- Cg-WDR.1 Help development through Global Value Chains
- Cg-WDR.2 Help development through Data for Better Lives
- Cg-WDR.3 Help development through Finance for an Equitable Recovery
- Cg-WDR.4 Help development through Migrants, Refugees and Societies

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Ci** ingredient: indicator-level challenges

guiding question: which innovation indicators are we improving in the process of our innovation work?

individual flavors

Challenges for IES indicators

- Ci-IES1. Improve IES Framework conditions indicators
- Ci-IES2. Improve IES Investments indicators
- Ci-IES3. Improve IES Innovation activities indicators
- Ci-IES4. Improve IES Impacts indicators

Challenges for GI indicators

- Ci-GI1. Improve GI Institutions indicators
- Ci-GI2. Improve GI Human capital and research indicators
- Ci-GI3. Improve GI Infrastructure indicators
- Ci-GI4. Improve GI Market sophistication indicators
- Ci-GI5. Improve GI Business sophistication indicators
- Ci-GI6. Improve GI Knowledge and technology outputs indicators
- Ci-GI7. Improve GI Creative outputs indicators

HINT: further discussed in the InnoCook model study, Chapter 1 Section B

the **Fd** ingredient: options for flat organizational designs

guiding question: which options for flat organizational designs do we want to consider for the innovation function of our institution?

individual flavors

- Fd.1. Flatarchy
- Fd.2. Socioeracy
- Fd.3. Holacracy

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Fl** ingredient: focus level

guiding question: what are we doing with our work?

individual flavors

- Fl.1. use of technology to provide new service capabilities and improved quality of service
- Fl.2. re-organization of operational structures and service-delivery processes made possible by, and to take better advantage of, the capabilities offered by technology
- Fl.3. regulation of new technology so that it can be used in ways preserving, and even advancing, citizens' rights
- Fl.4. institutionalization of innovation as a core policy and function, accompanied by establishment of new entities with a clear innovation mandate
- Fl.5. building of skills and culture enabling to take stock of new technologies

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Ge** ingredient: options for gamification elements

guiding question: which options for gamification elements do we want to consider for the innovation function of our institution?

individual flavors

- Ge.1. Periodic Table of Gamification Elements
- Ge.2. Octalysis Framework
- Ge.3. Mambo.IO collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Id** ingredient: options for ideation methods

guiding question: which options for ideation methods do we want to consider for the innovation function of our institution?

individual flavors

- Id.1. MindTools
- Id.2. Gamestorming
- Id.3. Google collections on Ideation techniques and Ideation methods

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **IS** ingredient: issues for success

guiding question: what issues for the success of innovation work are we identifying within our institutions and for external beneficiaries/adopters of our innovations?

individual flavors

Preference of public-facing over internal-facing innovations as a starting point

- Is.1. Publics having pressing needs that can be met with innovation at the delivery end of public sector products and services
- Is.2. Publics having limited or no trust in the potential of public institutions to innovate
- Is.3. Public sector innovation plans facing severe technology and implementation risks because of the need to amend existing ways and systems of work

Preference of local use case-based over global use case-based innovations as a starting point

- Is.4. Local contexts in need of innovation, having specific needs very deeply rooted in local factors, that are hard to understand for non-locals
- Is.5. Global contexts in need of innovation, encompassing local contexts of high heterogeneity
- Is.6. Centrally based innovation efforts that face difficulties in diffusion and adoption
- Is.7. Centrally based innovation efforts that face difficulties in diffusing to and having uptaken by their extramural stakeholders their own innovation potential

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Kp** ingredient: key performance indicators

guiding question: what are we measuring for performance?

individual flavors

Service availability and sophistication KPIs

- Kp1.1. Portal services sophistication level
- Kp1.2. Portal personalization
- Kp1.3. Mobile services sophistication level
- Kp1.4. Mobile services availability level
- Kp1.5. Applications availability on various mobile platforms
- Kp1.6. Availability of languages on the portal
- Kp1.7. Feedback enablement through portal
- Kp1.8. Persons with disability enablement through portal
- Kp1.9. Availability of languages on mobile applications
- Kp1.10. Feedback enablement through mobile
- Kp1.11. Persons with disability enablement through mobile
- Kp1.12. Channels interoperability
- Kp1.13. Channels security level
- Kp1.14. Open data provisioning
- Kp1.15. Open data delivery format

Service usage and user satisfaction KPIs

- Kp2.1. Service usage over portal (service level)
- Kp2.2. Service usage over mobile (service level)

- Kp2.3. Overall usage over portal (entity level)
- Kp2.4. Overall usage over mobile (entity level)
- Kp2.5. User satisfaction over portal
- Kp2.6. User satisfaction over mobile

Public outreach KPIs

- Kp3.1. Percentage of new services accompanied by marketing campaigns (from services assessed in the index)
- Kp3.2. Percentage of new services accompanied by marketing campaigns (from total services at the entity level)
- Kp3.3. Availability of support tools

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

the **Lc** ingredient: innovation life cycle activities

guiding question: which ideation, deliberation, evolution and assimilation activities for the innovations to be developed can we best choose for further structuring our innovation work?

individual flavors

IDEA Lifecycle Ideation Phase

- Lc-I.1. Collaboration
- Lc-I.2. Idea management
- Lc-I.3. Data visualization
- Lc-I.4. Employee engagement
- Lc-I.5. Gamification

IDEA Lifecycle Deliberation Phase

- Lc-D.1. Participation
- Lc-D.2. Crowdsourcing
- Lc-D.3. Debating
- Lc-D.4. Argumentation
- Lc-D.5. Semantic modelling
- Lc-D.6. Sentiment analysis
- Lc-D.7. Opinion mining
- Lc-D.8. Open innovation
- Lc-D.9. Policy making

IDEA Lifecycle Evolution Phase

- Lc-E.1. Project management

- Lc-E.2. Performance appraisal
- Lc-E.3. Knowledge management
- Lc-E.4. IT management
- Lc-E.5. Data governance
- Lc-E.6. Process management
- Lc-E.7. Performance management

IDEA Lifecycle Assimilation Phase

- Lc-A.1. Online community
- Lc-A.2. Social media management
- Lc-A.3. Advocacy
- Lc-A.4. Feedback management

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Lg** ingredient: local use case innovation guidelines

guiding question: with what guidelines can we build local use cases of innovation to share with others?

individual flavors

Framing innovation work: providing an overall framework within which the innovation effort will take place

- Lg.1. Bringing a small group of stakeholders together
- Lg.2. Formulating a mission for supporting and sharing a local use case innovation across its life-cycle
- Lg.3. Taking a think big/start small and a dolphins, not whales approach
- Lg.4. Preferring technologies with a fast availability and learning curve
- Lg.5. Preferring to build upon, rather than amend, what exists already
- Lg.6. Identifying a proper publication venue for the innovation
- Lg.7. Considering broader publication venues
- Lg.8. Considering submitting documented innovation efforts for recognition as Digital Public Goods
- Lg.9. Using the innovation model in a lean manner

Formatting innovation work: defining a specific format that will structure the way in which innovation work will take place, within the framework chosen

- Lg.10. Considering to organize the innovation effort in a workshop format
- Lg.11. Considering to organize the innovation effort in a hackathon format

- Lg.12. Considering to organize the innovation effort in a gamified format

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section B

the **Nu** ingredient: nurturing day-to-day innovation tactics

guiding question: what manners can we use to nurture innovation as an integral part of the day-to-day activity in the workplace?

individual flavors

- Nu.1. An innovation whistle
- Nu.2. An innovation wall
- Nu.3. An innovation workbench and space
- Nu.4. An innovation blueprint and an innovation canvas
- Nu.5. Innovation gamestorming
- Nu.6. Innovation points
- Nu.7. Technology innovationization
- Nu.8. Innovation ventures, innovation missions, innovation projects
- Nu.9. Innovation badges

HINT: further discussed in the InnoCook model study, Chapter 3 Section D

the **Oe** ingredient: organizational elements

guiding question: which organizational elements do we want to integrate in the innovation function of our institution?

individual flavors

- Oe.1. People involved in innovation work
- Oe.2. Structures undertaking innovation work
- Oe.3. A recruitment policy for staffing innovation work
- Oe.4. Process paradigms for carrying out innovation work
- Oe.5. Motives for carrying out innovation work
- Oe.6. A power and responsibility balance for innovation work
- Oe.7. Rules and shared values for innovation work

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Oi** ingredient: internal-facing objectives of innovation

guiding question: which objective in terms of improvements to internal operations do we want to accomplish with innovation?

individual flavors

- Oi.1. Innovation for effectiveness
- Oi.2. Innovation for efficiency

HINT: further discussed in the InnoCook model study, Introduction

the **Op** ingredient: public-facing objectives of innovation

guiding question: which objective in terms of improvements tangible by the public do we want to accomplish with innovation?

individual flavors

- Op.1. Innovation for responsiveness
- Op.2. Innovation for inclusiveness
- Op.3. Innovation for transparency
- Op.4. Innovation for accountability

HINT: further discussed in the InnoCook model study, Introduction

the **Os** ingredient: societal objectives of innovation

guiding question: which objective in terms of societal needs do we want to accomplish with innovation?

individual flavors

- Os.1. Innovation for peace
- Os.2. Innovation for justice
- Os.3. Innovation for safety
- Os.4. Innovation for disaster resilience
- Os.5. Innovation for climate resilience
- Os.6. Innovation for green technology adoption
- Os.7. Innovation for cities deciding openly

HINT: further discussed in the InnoCook model study, Introduction

the **Pa** ingredient: structural patterns

guiding question: how do we want to structure our innovation work across relationships between people and values?

individual flavors

Co-creation of innovation

- Pa.1 Co-creation under normal conditions
- Pa.2 Humanitarian co-creation
- Pa.3 Multiple-helix co-creation

Incubation of innovation

- Pa.4 Internal-facing incubation
- Pa.5 Public-facing incubation
- Pa.6 Joined-up national innovation

Culture of innovation

- Pa.7 A culture for accomplishment
- Pa.8 A culture for well-being
- Pa.9 A culture for granting
- Pa.10 A culture for change
- Pa.11 A culture for expanded possibilities

Openness of innovation

- Pa.12 Intra-organizational openness
- Pa.13 Inter-organizational openness
- Pa.14 Partial public-facing openness
- Pa.15 Full public-facing openness

HINT: further discussed in the InnoCook model study, Chapter 1 Section E

the **Pd** ingredient: options for participatory design methods

guiding question: which options for participatory design methods do we want to consider for the innovation function of our institution?

individual flavors

- Pd.1. Akvopedia collection
- Pd.2. ACI library
- Pd.3. UX Magazine collection
- Pd.4. Smallfire collection
- Pd.5. 18F Methods collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pp** ingredient: options for public participation methods

guiding question: which options for public participation methods do we want to consider for the innovation function of our institution?

individual flavors

- Pp.1. Participedia
- Pp.2. Action Catalogue
- Pp.3. Organizing Engagement
- Pp.4. IAP2 Public Participation Toolbox
- Pp.5. IDS collection

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Pt** ingredient: innovation process types

guiding question: which process type can we best choose for further structuring our innovation work?

individual flavors

- Pt.1. Bottom-up innovation
- Pt.2. Collaborative innovation
- Pt.3. Continuous innovation
- Pt.4. Disruptive innovation
- Pt.5. Frugal innovation
- Pt.6. Incremental innovation
- Pt.7. Local innovation
- Pt.8. Open innovation
- Pt.9. Sustainable innovation

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Sp** ingredient: options for serious play methods

guiding question: which options for serious play methods do we want to consider for the innovation function of our institution?

individual flavors

- Sp.1. SAP Scenes
- Sp.2. Lego Serious Play
- Sp.3. Playmobil pro

HINT: further discussed in the InnoCook model study, Chapter 3 Section A

the **Su** ingredient: suggestions for success

guiding question: what suggestions for the success of innovation work are we considering, with respect to priorities and application domains of our innovation planning?

individual flavors

Priorities of innovation planning

- Su.1. Prefer to start with public-facing innovation
- Su.2. Prefer to start with building local use cases that can be easily shared

Application domains of innovation planning

- Su.3. Cross-fertilize the institutional mandate with innovating for the Good Life Goals
- Su.4. Cross-fertilize the institutional mandate with innovating for the Leaving No One Behind universal value
- Su.5. Cross-fertilize the institutional mandate with innovating for the One Planet One Health approach
- Su.6. Cross-fertilize the institutional mandate with innovating for Our Common Agenda
- Su.7. Cross-fertilize the institutional mandate with innovating for topics of work by the UNSG Envoy on Technology
- Su.8. Innovate for the innovation ecosystem: innovation services procurement and innovative players
- Su.9. Innovate for government-to-employee and government-to-government services
- Su.10. Innovate through multistakeholder dialogues and co-creation of innovation with a public purpose
- Su.11. Explore technology-specific and technology-intensive innovation challenges

HINT: further discussed in the InnoCook model study, Chapter 4 Introduction, Chapter 4 Section A

the **Td** ingredient: innovation team dynamics

guiding question: what are the individual and team dynamics that we need to manage, to help the innovation team deliver successfully?

individual flavors

- Td.1. Contribution laziness
- Td.2. Contribution craziness
- Td.3. Contribution lossiness
- Td.4. Contribution bossiness
- Td.5. Contribution messiness
- Td.6. Pareto effects
- Td.7. Uneven learning curves
- Td.8. Fluctuating attention curves
- Td.9. An emotional partaking counter-clock
- Td.10. From time as foe to time as friend

HINT: further discussed in the InnoCook model study, Chapter 3 Section B

the **Te** ingredient: technologies for innovating

guiding question: which key technology are we taking stock of to innovate?

individual flavors

- Te.1. Artificial intelligence
- Te.2. Big data management
- Te.3. Blockchain
- Te.4. Cryptocurrencies
- Te.5. Virtual reality
- Te.6. Augmented reality
- Te.7. Autonomous robots
- Te.8. 3D printing
- Te.9. Internet of things
- Te.10. 5G and 6G wireless cellular networks
- Te.11. Biotechnology
- Te.12. Cloud computing and platforms
- Te.13. Application programming interfaces
- Te.14. Cybersecurity

HINT: further discussed in the InnoCook model study, Chapter 1 Section A

