

GP GS

Governance for Public
Goods and Services



3i Inclusion
Integrity
Innovation

DIAGNOSTIC TOOL

Unlocking pathways for future-
smarter public institutions

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DIAGNOSTIC TOOL

IN BRIEF

The **3i Diagnostic Tool** provides a systemic and cost-effective “snapshot” of public institutions across three key dimensions: **Inclusion, Integrity and Innovation**.

Grounded on a robust methodological framework, the tool identifies key barriers and opportunities across these dimensions (“transformation enablers”) and translates them into concrete, actionable recommendations.

It equips institutions with a viable and well-sequenced roadmap to become “future-smarter.”

THE CHALLENGE

Public sector organizations are frequently described as risk averse, slow to adapt and burdened by complex or bureaucratic procedures. Whether actual or perceived, these features often hinder their ability to deliver value, i.e. public services that adequately meet the needs and expectations of end-users and the public at large.

In many instances, organizational leaders are committed to overcoming these constraints, but the complexity of the **challenge can be overwhelming, inhibiting systemic, sustainable progress.**

Determining where to begin, how to set priorities, and how to most effectively chart a way forward towards “future-ready” public institutions is often a major concern for organizational leaders, managers and public servants.

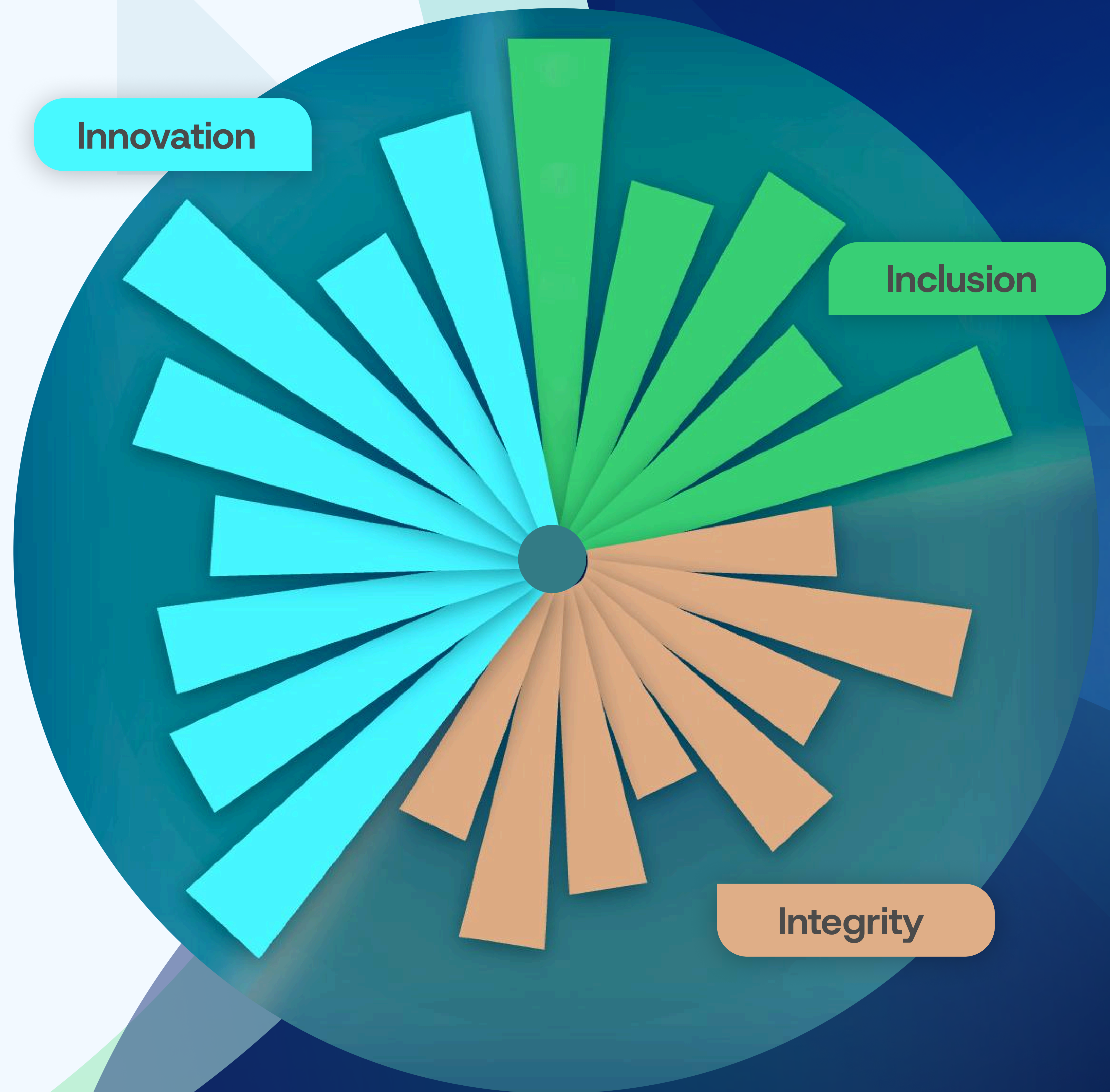


THE TOOL

The **3i Diagnostic Tool** emerged as a response to the challenge described. It provides a systemic and cost-effective means for an organization (Ministry, Department, Unit, etc.) to appraise its performance across three essential enablers of public sector transformation: **inclusion, integrity, and innovation**.

Drawing on multiple sources of evidence—including staff surveys, structured interviews, focus group discussions and secondary data—the tool identifies both opportunities and obstacles across these three dimensions or "transformation enablers." It then translates these insights into actionable recommendations—across short, medium, and longterm horizons—offering public institutions a clear, viable and practical roadmap to become "future-smarter."

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UNPACKING THE 3i DIAGNOSTIC TOOL

The tool seeks to gain an in-depth understanding of three main dimensions of target institutions.

Inclusion

is examined through both an internal (organizational) and an external (service delivery) lens. At the organizational level, the tool assesses whether the organization as a whole reflects the diversity of the society it serves, and whether women, persons with disabilities, and other underrepresented groups have meaningful opportunities to participate, influence decisions, and advance into leadership roles. From a service delivery perspective, inclusion is assessed in line with the "leaving no one behind" principle, focusing on whether the organization is designing and delivering public goods and services in ways that respond to diverse socioeconomic conditions, differentiated needs, and barriers faced by populations at risk of economic and social exclusion.



Integrity

focuses on the institutional foundations of trust and accountability. The tool examines transparency in decision making and information flows, clarity of roles and responsibilities, management of conflicts of interest, and the effectiveness of oversight, grievance and redress mechanisms.

Innovation

is understood as the ability to effectively adopt novel concepts and approaches, technologies and tools to bring about value to the organization and to the people it serves. This includes systems thinking; digital solutions and AI; behavioural science; user-centric design; collective intelligence; strategic foresight, and other measures that can help strengthen the agility and responsiveness (the "future-readiness") of the organization.

KEY FEATURES

- ▶ **Adaptable and customisable; modular in format.** Based on national/sub-national consultations, the tool is easy to adapt to different country contexts, types of organizations at national and/or subnational levels, and capacity levels.
- ▶ **It is not a ranking tool nor an index.** The 3i Diagnostic tool is intended to provide insights to inform decision-making: it is not a means to rank, rate or apply a score or index to an organization or unit within an organization.
- ▶ **It leverages a combination of quantitative and qualitative data,** with multiple entry points for “triangulation” and validation including through the use of perception surveys and results from the Focus Group Discussions.
- ▶ **Low transaction costs.** The implementation of the tool does not require high costs no large number of enumerators, or costly data collection exercises.
- ▶ **Actionable.** Results from the diagnostic are intended to produce actionable recommendations to be used by the organization. It contributes to define a roadmap that will include “priorities” “where to start”, “what to do” and responsibilities (who leads, who can support, etc.).
- ▶ **An advocacy tool.** The tool can also be leveraged by innovation champions as a tool to advocate for a public sector transformation agenda.

KEY PARTNERS

During the roll-out of the tool, UNDP’s Governance for Public Goods and Services (GPGS) team collaborates with other units within UNDP and with external partners. These include the Digitalization, AI and Innovation Hub (UNDP), the Open and Inclusive Public Spaces Team (UNDP), the Gender Team (UNDP), the OECD, and the World Bank.



THE TOOL IN ACTION

IN MALAWI

In 2025, UNDP supported the [Malawi](#) School of Government (MSG) in applying the 3i Diagnostic Tool to assess institutional readiness across Inclusion, Integrity, and Innovation. Drawing on leadership interviews, staff consultations, and a perception survey, the diagnostic established a clear baseline of strengths and systemic gaps.

Findings showed that while MSG demonstrates strong commitment to inclusive values, gender equality and disability inclusion are not yet fully embedded in policies, data systems, or human resource practices. Integrity emerged as a critical risk area, with accountability functions remaining underinstitutionalized, limited formal safeguards, and no dedicated integrity focal point. On Innovation, MSG has initiated steps towards digital transformation and online learning, but progress is constrained by gaps in IT governance, skills, and institutional resources, with innovation relying largely on individual initiative.

Overall, the diagnostic provided MSG with a sequenced reform roadmap, positioning inclusion, integrity, and innovation as mutually reinforcing pillars for building a future-ready institution capable of supporting Malawi's public sector transformation.

What the service offer includes:

- ▶ Advisory services, technical support and training on the 3i Diagnostic Tool—to ensure its successful roll-out at country level.
- ▶ Technical accompaniment to follow-up on recommendations generated through the 3i Diagnostic Tool.
- ▶ External partnerships and knowledge-sharing, including through the facilitation of South-South engagements and collaboration.



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This activity is supported by the UNDP Funding Window on Governance, Peacebuilding, Crisis and Resilience, with contributions from the Governments of Denmark, Luxembourg, and the Republic of Korea. The views expressed in this brochure are those of the authors and contributors and do not necessarily reflect those of the United Nations, including UNDP, donor partners, or Member States.

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