The Wicklow Model

Becoming a Millionaire in the Public Sector – Without Corruption

A bold model that rewards civil servants and NGOs for achieving real, measurable societal impact.

The public sector can do more – but here's what's holding it back

The public sector has surely the capability to drive major change. But why doesn't it happen?

Many reforms that could bring massive benefits to society remain stuck due to:

+ **No leverage over other agencies** – large reforms require cooperation between multiple institutions, yet one official has no tools to influence others.

+ **Political instability** – every new government shifts priorities, pushing long-term projects aside.

+ **Lack of motivation** – civil servants take all the risks but receive no personal gain.

Motivation cannot be commanded – it must be sparked

In the public sector, risk and reward are not balanced – even a reform that brings enormous benefits to society may earn little recognition for its initiator, while failure could mean the end of a career. However, the probability of failures is even higher than in the private sector.*

This dynamic leaves many civil servants sticking to the safe status quo.

With no incentive to take risks, promising ideas quietly die.

*McKinsey 2019

No reward, no reform

Learning from the private sector

Motivation isn't a "nice-to-have" – it's **the engine of reform**.

Just as companies use bonuses, stock options, and competitions to energize employees, the public sector needs tangible incentives to fuel innovation.

Financial incentives ensure that reformers **have skin in the game**. It aligns personal interests with public interest, so that pursuing bold ideas isn't just altruistic – it's smart and rewarding. It will create a mindset where **better results yield personal gain**.

Solution: The Wicklow Model

Wicklow Model* explained:
A Success-based motivation system

What is it?

+ **A success-based system** where officials and reform leaders receive a performance reward only if a measurable goal is achieved (**0/1 principle**).

+ Primarily designed for complex reforms that require cooperation between multiple institutions.

+ The goal and success fee are agreed upon through public discussion.

+ Note! Improving legislation alone is not enough— actual societal change is measured!

*Wicklow model comes from Wicklow Capital, Inc

How does it work?

1. **Define a clear problem and an outcome-based goal**.

2. **Create a success fee fund**, financed from sources like the government reserve fund.

3. **A lead organisation drives the project**, engaging key stakeholders.

4. **Track and record the contributions and contributors.**

5. **Once the goal is achieved, the success fee is paid to all contributors** – in a transparent and pre-agreed manner.

Wicklow Model
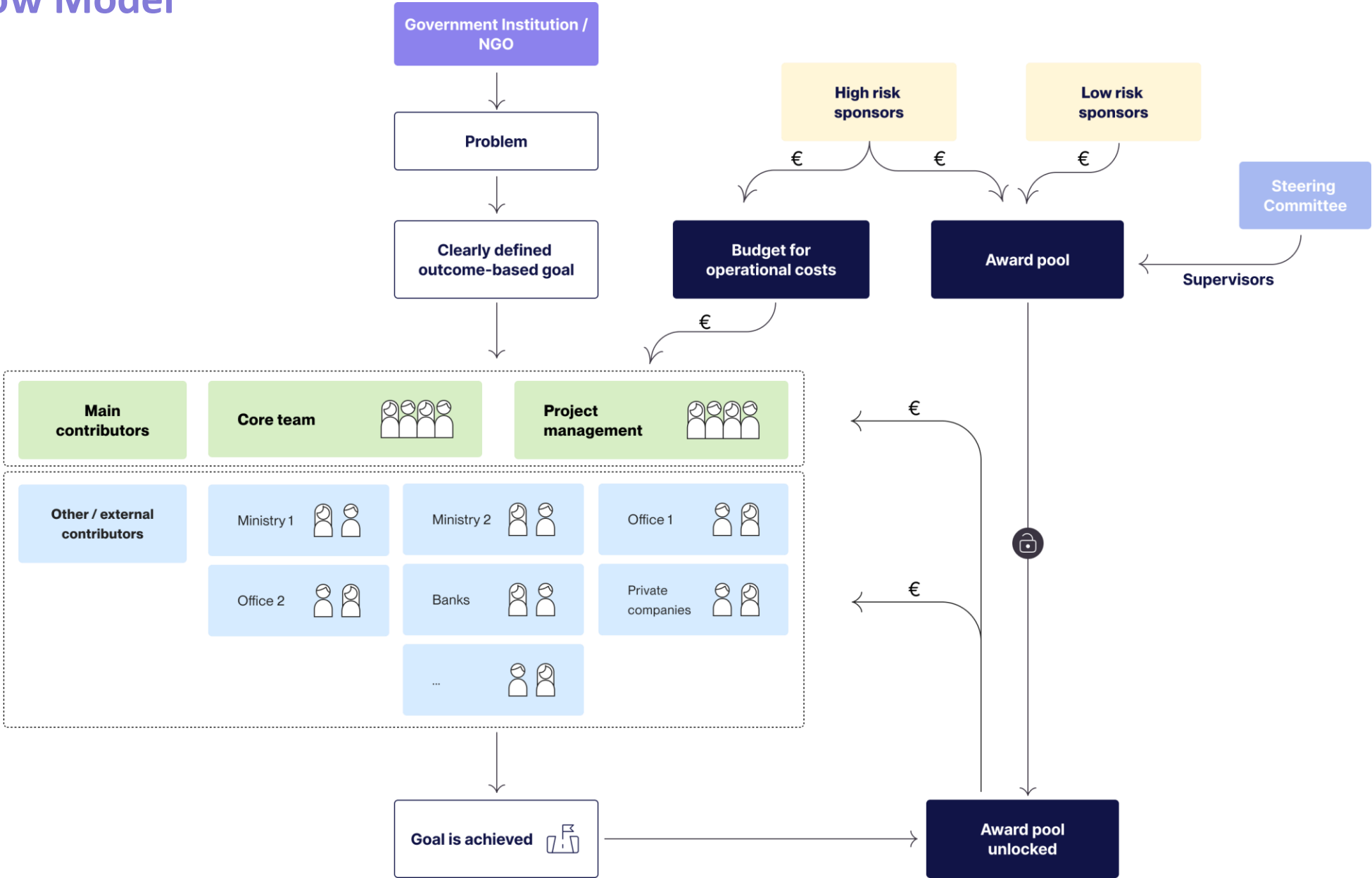
3 Key Players in The Wicklow Model

1 – Government Institution / NGO

Challenges:

- Struggles to attract and retain top talent due to bureaucratic constraints.
- Lacks long-term motivation mechanisms.

Role in Wicklow Model: Identifies a problem, defines a clear outcome-based goal, and leads the project by engaging relevant contributors.

2 – High risk sponsors

Who they are: Forward-thinking agencies, NGOs, philanthropists willing to take early risks for impactful innovation.

Role in Wicklow Model: Provides initial funding for both operational costs and contributes to the award pool to ensure the project has the necessary resources.

What they get in return: If the project succeeds, they get some of the funding back (e.g. recover their operational cost investment), ensuring they are not financially penalized for supporting innovation.

3 – Low risk sponsors

Who they are: Finance ministries, impact investors, private sector stakeholders who prioritize accountability and measurable results. They require strong proof of success before releasing funds.

Role in Wicklow Model: Pledges funds to the award pool but only pays out if the goal is successfully met.

Practical Examples

Paying rewards solely for results (including in the public sector) is not new

For example, in the U.S., prizes have been offered for solving various complex societal problems, with payouts made only if the goal is achieved.*

More than $150 million has been awarded to innovators and problem-solvers in this way. These are not grants for effort—they are payments for results.

* https://www.challenge.gov/

Estonian Tax & Customs Board (EMTA) Reporting 3.0

○ **Problem**: Submitting declarations to the Estonian Tax and Customs Board (EMTA) is time-consuming and prone to errors. The majority of the declaration process could be automated through machine-to-machine integrations.

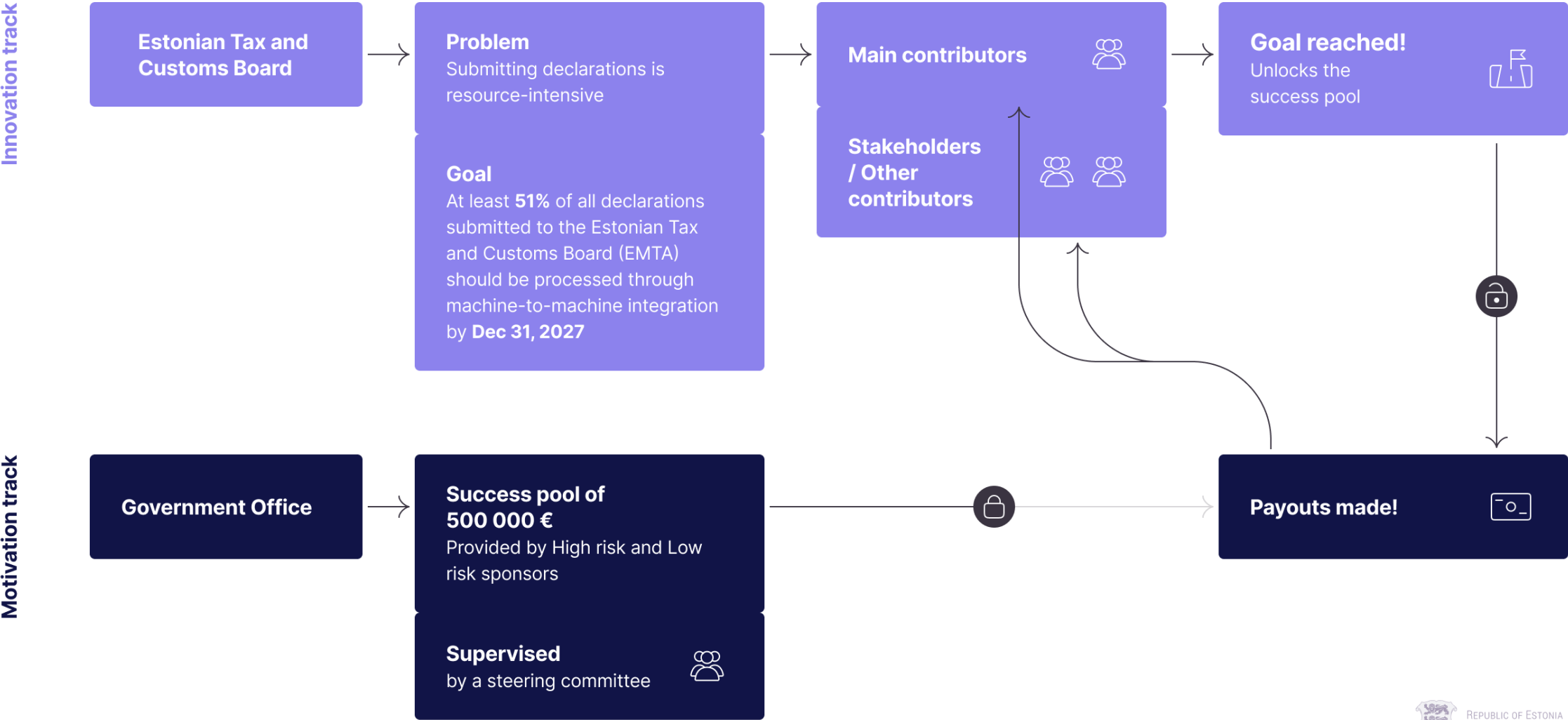| Goal	Deadline	Success fee*
1. **51%** of all declarations should be submitted via machine-to-machine integration.	31.12.2027	500 000€
2. **70%** of all declarations should be submitted via machine-to-machine integration	31.12.2028	500 000€

The success fee is only paid if the goal is achieved by the deadline.

+ **Benefit to Estonia**: Saves **30+M€** for businesses and the government each year.

Estonian Tax & Customs Board (EMTA) Reporting 3.0

Goal	Deadline	Success fee*
3. **More than 50%** of domestic card payments in Estonia should have a digital receipt stored in the payer's account and eligible for tax purposes.	31.12.2028	500 000€
4. **More than 50%** of invoices in Estonia should be e-invoices.	31.12.2028	500 000€

The success fee is only paid if the goal is achieved by the deadline.

+ **Benefit to Estonia**: Saves **100+M€** for businesses and the government each year.

Wicklow Model in practise: Estonian Tax Board

Innovation track

| Estonian Tax and Customs Board | **Problem** Submitting declarations is resource-intensive **Goal** At least **51%** of all declarations submitted to the Estonian Tax and Customs Board (EMTA) should be processed through machine-to-machine integration by **Dec 31, 2027** | **Main contributors** **Stakeholders / Other contributors** | **Goal reached!** Unlocks the success pool |

Motivation track

| Government Office | **Success pool of 500 000 €** Provided by High risk and Low risk sponsors **Supervised** by a steering committee | | **Payouts made!** |

REPUBLIC OF ESTONIA
ESTONIAN TAX AND CUSTOMS BOARD

Drone training program

o **Problem**: Estonia needs 3000 certified drone instructors to strengthen national defence and technological capabilities.

+ **Solution**: Schools, the military, and private sector partners collaborate to create an accelerated training program.

+ **Goal**: Train 3000 certified instructors within a set timeframe.

+ **Reward**: Once the target is reached, the allocated bonus fund is distributed among contributors.

+ **Benefit to Estonia**: Strengthens national security but also drives technological advancement and economic opportunity, positioning Estonia at the forefront of the global drone revolution.

Why Does This Work?

Incentives drive change

+ **Money gets the wheels turning** – Innovation and Collaboration Cannot Rely on Goodwill Alone

+ **Attracts talent from the private sector** – A familiar model for private-sector employees.

+ **Measurable and results-oriented** – Bonuses are paid only when real societal change has occurred.

+ **Transparent** – All stakeholders know the rules and compensation principles from the start.

+ **Proven model** – The private sector uses performance-based bonuses, and startups measure investor-backed success indicators, etc.

Software Solution

Existing software solution – KOOS.io

The Wicklow Model can be implemented using KOOS.io, a proven platform designed for results-based incentive structures.

Instead of investing time and resources into developing a custom solution, KOOS.io provides a ready-made platform that enables governments and sponsors to quickly deploy the Wicklow Model, streamline administration, and ensure that incentives are distributed **transparently, efficiently, and based on real impact**.
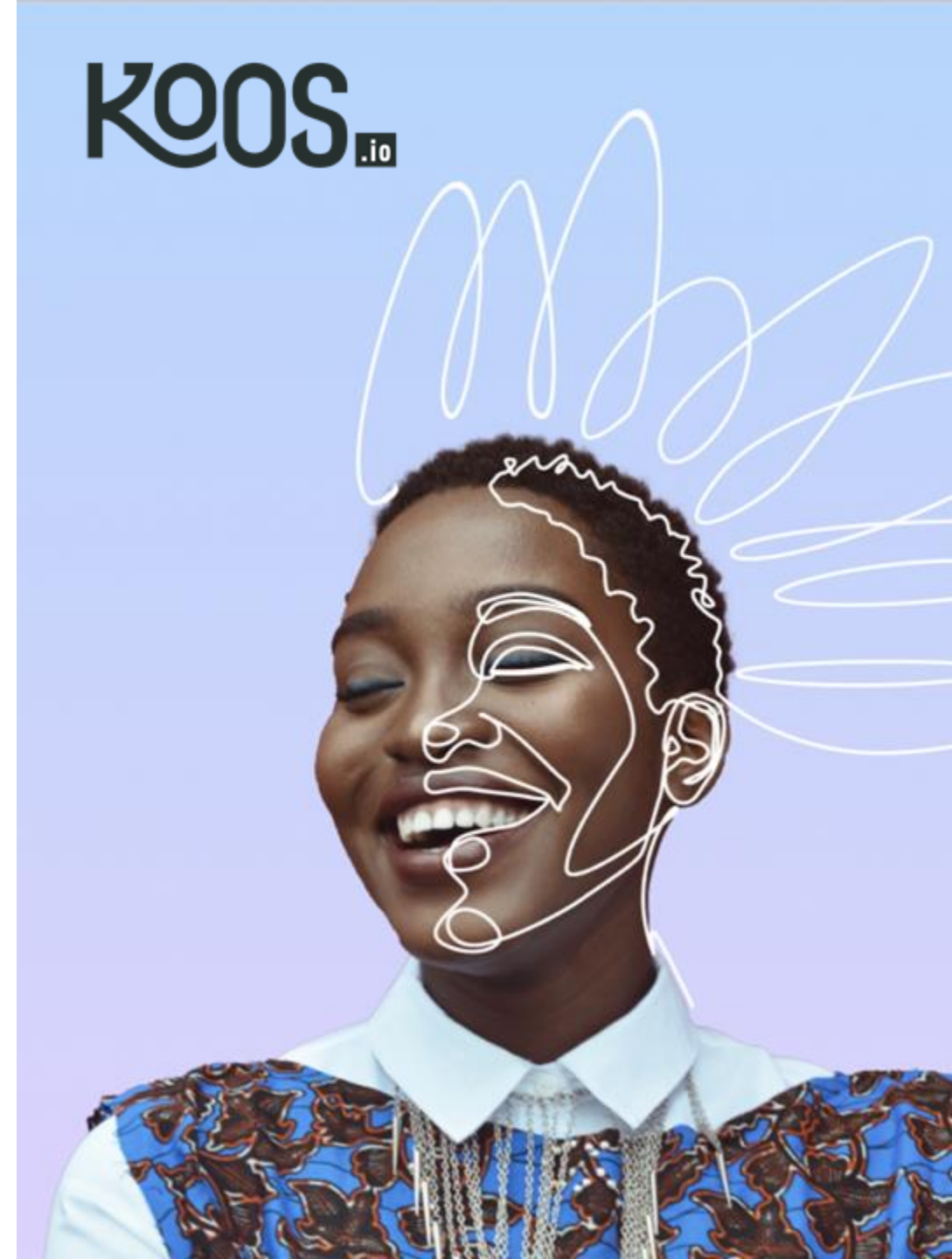
Reward process flowchart

Project lead
Proposes rewards for the contributors

Steering comittee
Reviews proposal

Accept

Decline

KOOS.io manages the rewarding, identity data collection and payout process

1 **Reward unit distribution**

Reward units are distributed from the award pool

Contributor 1

Contributor 2

3, 4, 5...

2 **Customer data collection**

Contributor completes the profile:
1. identity data
2. Bank account details

3 **Payout management**

Contributor submits sell order

KOOS.io makes payout to the contributor and issues invoice

KOOS.io

Contributor 1
Payout sum

Award pool
Invoice (payout sum + KOOS.io fee)

Contribution tracking

The system allows contributions to be registered through multiple methods: **manually**, **batch upload, API Integration**

Key Features:

- **Contributor identificatio**n: Enter the contributor's email and name.
- **Contribution typ**e: Select the relevant contribution from a predefined list.
- **Reward assignment**: Assign reward units
- **Additional notes**: Include internal notes (visible only to program administrators).
- **Record keepin**g: Save contributions for tracking, reporting, and reward calculation.

Program insights – Dashboard

The dashboard provides a real-time overview of the program and offers insights into contributions made, available reward pool, contributor activity, etc.

Key Features:

- **Reward pool overview** – Displays the total reward pool and available reward units.
- **Contributor insights** – Tracks the number of contributors.
- **Activity tracking** – Monitors actions taken by contributors over different time periods (weekly, monthly, etc.).
- **Top contributors list** – Highlights contributors who have earned the most reward units.
- **Latest transactions** – Displays recent reward distributions for better transparency and tracking.

Program insights – Contributors

Comprehensive overview of all individuals and companies participating in the program. It allows users to track contributions, monitor earned rewards, engage with and recognize top contributors.

Key Features:

- **Contributor list overview** – View all contributors along with their contact details, contributions, and earned reward units.
- **Bulk messaging & direct communication** – Send messages to individual contributors, specific groups, or all contributors at once.
- **Tags & segmentation** – Assign tags for better organization and segmentation.

Program insights – Contributions

A structured view of all contributor actions within the program.

Key Features:

- **Full contribution history** – Access a detailed list of all contributions, including pending, rewarded, and rejected actions.
- **Approval & validation** – Review and approve or decline contributions.
- **Contribution reasons & messages** – Understand why contributors were rewarded.
- **Reward management** – Monitor rewards distribution, recall incorrect rewards, and send rewards to multiple contributors.
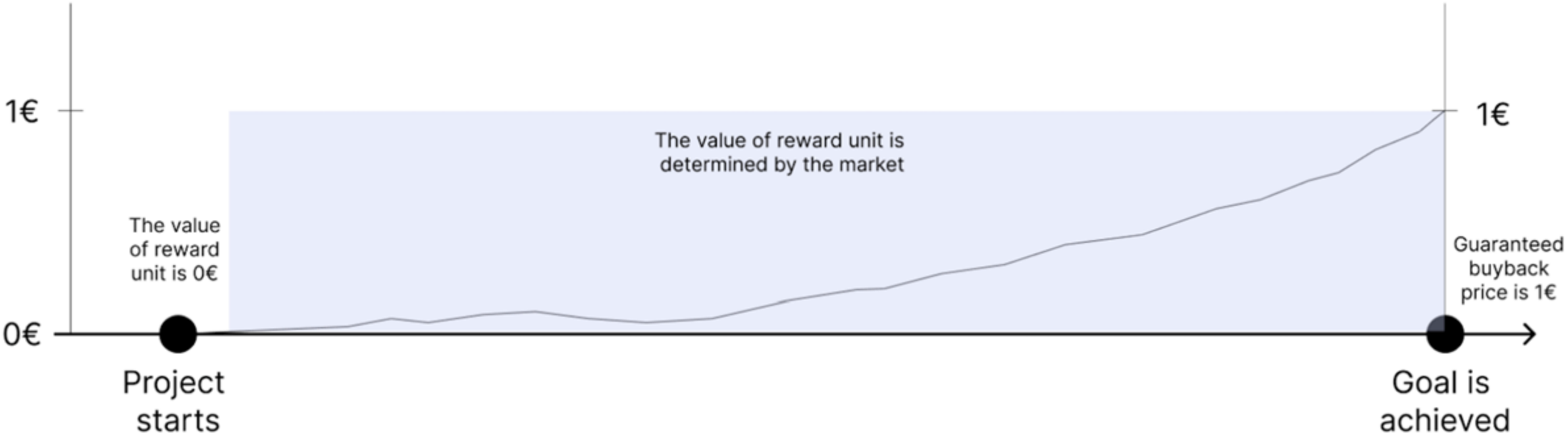- **Export data** – Download contribution insights for deeper analysis.

Contributor app and marketplace

The Contributor App is a user-friendly, dedicated application that allows contributors to track and manage their earned rewards. Among its features, it includes a marketplace for early liquidity options, enabling users to buy and sell reward units.

Key Features:

- **Buy and sell orders** – Contributors can place orders to buy or sell reward units within the marketplace.
- **Real-time trade orders** – Users can track active buy and sell orders and see the latest transactions.
- **Order management** – View and manage personal trade orders through the "My Orders" section.

Marketplace

The value of reward unit is determined by the market

1€

1€

The value of reward unit is 0€

Guaranteed buyback price is 1€

0€

Project starts

Goal is achieved

The Wicklow Model

Thank you!