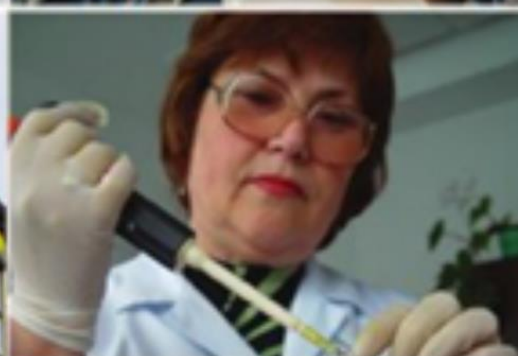United Nations | Department of Economic and Social Affairs

AAPA — Asian Association for Public Administration

Training of Trainers of the Toolkit on Innovation and Digital Government for Public Service Delivery

Final Report

United Nations Department of Economic and Social Affairs

The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social, and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates, and analyses a wide range of economic, social, and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programs at the country level and, through technical assistance, helps build national capacities.

Disclaimers

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Acknowledgments

The Training of Trainers (ToT) on the Trainers' Guide for the toolkit on "*Innovation and Digital Government for Public Service Delivery*" - part of the Curriculum on Governance for the Sustainable Development Goals -, the webinar was held on 29 November 2022 from 10 am to 1:30 pm / 28 November from 8 pm to 11:30 pm (New York time). Organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its United Nations Project Office on Governance (UNPOG), in collaboration with the Asian Association for Public Administration (AAPA) and the Eastern Regional Organization for Public Administration (EROPA). The webinar was held under the leadership of Mr. Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG), UN Department of Economic and Social Affairs (UN DESA), Ms. Adriana Alberti, Chief, Programme Management and Capacity Development Unit (PMCDU), DPIDG/UN DESA, guided and moderated by Ms. Cristina A. Rodriguez-Acosta, Interregional Advisor DPIDG/UN DESA and Ms. Stefania Senese, Programme Management Officer, DPIDG/UN DESA, in collaboration with Mr. Jiannan Wu, President, the Asian Association for Public Administration (AAPA), and Mr. Alex B. Brillantes, Secretary-General, EROPA. UN DESA's team also comprised Keping Yao, Senior Governance and Public Administration Officer, UNPOG, DPIDG/UN DESA, Ms. Rosanne Greco, Ms. Huiwen Tan, and Ms. Jennifer Goldman. This report was prepared by Cristina A. Rodriguez-Acosta with contributions from Jennifer Goldman. The layout was designed and formatted by Huiwen Tan.

About the Organizers

DPIDG is a division of the United Nations Department of Economic and Social Affairs (UN DESA). It provides secretariat support to the United Nations Programme in Public Administration. DPIDG's mission is to assist the Member States of the United Nations in advancing the implementation of the 2030 Agenda and the Sustainable Development Goals, including through fostering effective, efficient, transparent, accountable, inclusive, and innovative public governance, administration, and services for sustainable development.

UNPOG is part of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). Its principal mission is to strengthen the public governance capacities of developing Member States in Asia, the Pacific, and beyond to achieve the 2030 Agenda for Sustainable Development.

AAPA was established in 2010 to expand and improve research and academic exchange on public administration and public policy in the Asian region.

EROPA is an international organization of states, groups and individuals in Asia and the Pacific. The organization was founded in 1960 as a response to the common desire among developing and developed countries to promote regional cooperation in improving knowledge, systems, and practices of government administration to help accelerate economic and social development.

About the Report

This Report provides an overview of the Training of Trainers (ToT), on the Trainers' Guide for the toolkit on "*Innovation and Digital Government for Public Service Delivery*" a component of the Curriculum on Governance for the Sustainable Development Goals, including background information, objectives, and recommendations. The Training of Trainers on was organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the Asian Association for Public Administration (AAPA) and the Eastern Regional Organization for Public Administration (EROPA). It was addressed to the staff from Schools of Public Administration, and Institutes of Training from countries of Asia and the Pacific Region.

Background[1]

As citizens expect more services and information be provided online by their governments, and as digitalization tends to improve their effectiveness, the need for digital transformation of governments become more evident[2]. Furthermore, and as noted by the Economic Commission for Latin America and the Caribbean (ECLAC), "*digital development has the potential to increase individual well-being, business productivity, national efficiency and effectiveness, and environmental sustainability*"[3]. As such, digital transformation has become a priority for most governments around the world. The provision of efficient, equitable, and inclusive public services was made more dire by the pandemic of Covid 19 and the many inequalities it exposed. The responsible and ethical use of new technologies offers the possibility to significantly improve the delivery of public services at all levels of government.

Digital transformation has become essential to sustainable development. It is no longer an add-on policy objective. In his report on Our Common Future, the United Nations Secretary-General called for further investing in innovation and digital transformation to reshape our way of working, helping us to reach more people in need and better serve them.[4]

In 2021, UN Secretary-General António Guterres emphasized the digital transformation to be, along with the climate crisis, one of the "*two seismic shifts that will shape the 21st century.*"[5] Digital tools, whether applied in digital government, digital economy, digital data, are important drivers of sustainable development at all levels. In many countries, digital government has empowered citizens to benefit from lifelong public services, while improving service efficiency, inclusion, e-participation, and transparency.

Achieving digital transformation is a complex task that requires a whole-of-government approach that is citizen-centric. Several important reforms and approaches are needed including, among others, creating the necessary institutional framework and governance for the process, developing and the needed

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[1] Based partly on comments from Ms. Adriana Alberti, Mr. Jiannan Wu, and Mr. Alex Brillantes
[2] Government Digital Transformation Guide. Inter-American Development Bank, 2022
[3] Innovation for Development: The key to transformative recovery in Latin America and the Caribbean, 2022
[4] https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf, p76.
[5] https://www.un.org/development/desa/un-desa-voice/sdg-blog/2021/12/2934.html

regulatory framework providing the legal basis for digital transformation, designing the required infrastructure, promoting, and supporting human resources (the digital talent), changing the way the public sector interacts with not only citizens[6] but also, the private sector, organized civil society, and academia.

Supporting and strengthening the capacity of the public sector for digital transformation is the main goal of the toolkit on *Innovation and Digital Government for Public Service Delivery* part of the *Curriculum on Governance for the SDGs*. The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs. The Curriculum provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal level, to drive the transformational change needed to implement the 2030 Agenda[7].

The toolkit on "*Innovation and Digital Government for Public Service Delivery*" is, as the other toolkits of the Curriculum, organized around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning, and other activities that can assist countries in advancing governance transformation for sustainable development[8].

Innovation and Digital Government for Public Service Delivery

UN DESA | DPIDG
Training of Trainers | English

Access the Toolkit

The training toolkit contains a set of comprehensive training materials aimed at strengthening the capacities of government officials to promote innovation for SDG implementation.

Using toolkit provides participants with the opportunity to assess how their government institutions support service delivery for the implementation of the 2030 Agenda for Sustainable Development and its 17 SDGs, map public services in the context of their National Development Plan and the SDGs; conduct a Visioning Exercise on what inclusive, effective, efficient, responsive and resilient public service delivery would look like in the future; examine the innovation challenges and opportunities, capacity gaps and strengths vis-à-vis various dimensions of public service delivery: 1) responsiveness, 2) quality, 3) affordability, 4) accessibility and 5) people-orientation; design a Roadmap and Action Plan to identify priorities for innovation; gain an understanding of the importance of evaluation frameworks and how to use them; apply systems thinking and stakeholder analysis to the promotion of innovation in service delivery; and explore and apply to one's own context new methodologies and approaches to promote innovation, such as innovation labs, design thinking, and feedback mechanisms[9].

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[6] Government Digital Transformation Guide. Inter-American Development Bank, 2022
[7] United Nations Public Administration Network
[8] United Nations Public Administration Network
[9] United Nations Public Administration Network

This Training of Trainers (ToT) on the UN DESA toolkit on "*Innovation and Digital Government for Public Service Delivery*" was a follow-up activity of UN DESA's work with Schools of Public Administration around the world. For this ToT, representatives from Schools of Public Administration, and Institutes of Training from countries of Asia and the Pacific Region, including from Bangladesh, China, Indonesia, Japan, Nepal, the Philippines, the Republic of Korea, Singapore, Thailand, and Viet Nam, were invited to attend the ToT, given their significant interests in the Curriculum of Governance for the SDGs and in training activities aimed at raising awareness of the 2030 Agenda.

Objective

This Training of Trainers (ToT) aimed to present the Trainers' Guide of the toolkit to help build a pool of competent trainers, from public administration schools and institutes of training, who can subsequently train their civil servants on the topic. In addition, the session also introduced the training toolkit on Capacities on Digital Government Transformation to strengthen trainers' capacities on the issues of innovation and digital government for public service delivery to allow them to apply this knowledge to their courses. The main purpose of the ToT model was to prepare trainers of public administration schools in the above-mentioned countries to present the toolkit's material effectively and create a community of practice among trainers from different schools and institutes of public administration.

The ToT lasted for three-and-a-half hours. It was composed of the following components:

- ☑ Pre-workshop preparation
- ☑ Brief introduction/icebreaker
- ☑ Presentations
- ☑ Key messages – to bring out insights and learnings in a different format each day
- ☑ Concrete follow-up actions at the country level

Expected Results

As a result of attending a ToT, participants were expected to be able to:

- Apply current material in delivering training on a selected toolkit
- Have improved their skills on the 2030 Agenda and the SDGs
- Promote learner engagement and critical thinking on the topic of Innovation and Digital Government for Public Service Delivery
- Engage in an interactive learning program based on country challenge
- Develop an action plan to strengthen skills at individual and organizational levels

Target Audience and Language

Schools of Public Administration and Institutes of Training representatives from countries of Asia and the Pacific Region, including from Bangladesh, China, Indonesia, Japan, Nepal, the Philippines, the Republic of Korea, Singapore, Thailand, and Viet Nam were invited to attend the webinar. The session was conducted in English.

Webinar Discussions and Main Topics[10]

A very important objective of the training was to understand the needs and experience of the schools and institutes in attendance on how to include innovation and digital government competencies in their curricula. Some of the most pressing challenges in terms of public sector innovation and digital innovation to advance the SDGs were identified by participants including: how to facilitate access to digital public services in rural regions and remote areas, creating a Web portal in order to share digital information on local and national issues, ensuring a public sector reform to the countries' capacities, and in a general way increasing knowledge and awareness among civil servants and create a culture of innovation.

A significant part of the webinar was dedicated to the presentation of the toolkit on Innovation and Digital Government for Public Service Delivery including the proposed agenda for such an activity, the proposed Facilitators Guidance Manual to be used, and some activities that accompany the manual.

The need for developing a toolkit was explained in the context of the importance of achieving the SDGs, the relevance of the Principles of Effective Governance developed by the UN Committee of Experts and how they can support the public sector around the world to achieve the SDGs, and the Curriculum on Governance for the SDGs – of which the Innovation and Digital Government is one of its components.

The relevance and transformational possibilities that innovation and digital transformation offer the public sector around the world to innovate the way they operate, share information, make decisions and deliver services, engage and partner with citizens among others, was visualized through a presentation of the 2022 UN E-government survey results and the standing of countries of the region on it.

The contents of the toolkit were also presented with particular attention to its main objectives: Present new concepts, tools and techniques, to support country strategies, capabilities and action planning in the areas of Innovation and Digital Government; conduct an assessment of participating countries' Digital Transformation Capability and relate it to their National Development Plans; and explore strategies and actions to strengthen country capabilities in Digital Government for innovative and effective public service delivery, as they relate to the 2030 Sustainable Development Goals.

As the course is built on three main pillars, mainly learning new concepts, tools and techniques that can facilitate innovation and digital government; assessing Digital Transformation Capabilities at a country level; and exploring country strategies for innovation, digital transformation and improved public service

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[10] Based on presentations by Ms. Cristina Rodriguez-Acosta, Mr. Keping Yao, Ms. Adriana Alberti, and participants.

delivery special attention was given in the presentation to explain the Digital Government Capability Assessment tool, including its six dimensions, subdimensions, and the questions included for measuring each one of them.

6 Dimensions of the Digital Government Capability Assessment (DGCA)

Figure 1: 6 Dimensions of the Digital Government Capability Assessment (DGCA)

The main contents and key topics of each of the toolkit's modules were presented with clear guidance on where to find the materials both in the Guidance Manual and in the accompanying power point presentation.

Several examples of the use of the toolkit were mentioned (Guyana and the Caribbean) and lessons learned from the ToT activities in other parts of the world, shared. Some of the lesson learned include the importance ensuring that participants have a good knowledge and understanding of the SDGs, involving the UN Resident Coordinator's Office has also proved useful in ToT as good partners in the organization and support of this type of trainings. The value of working with national consultants and building capacity within their organizations was also recommended, as it was the benefit of linking the

training to a particular country's challenge and/or experience. Finally, it was highlighted that the toolkit can be contextualized to the needs of each school and association.

As previously mentioned, developing capacities of the public sector is essential for digital transformation, as such transformation should be focused on people and individual needs, with the aim of leaving no one behind, particularly when risks such as the digital divide, the protection of privacy, and data secrecy cannot be excluded.

Some of the **main conclusions** of the discussions and webinar include:

- Capacity development is necessary on different levels: individual, organization, and societal, but more importantly political commitment is specifically essential as it provides resources and talents, but also promote organization and data interoperability.

- Digital government transformation is a continuous journey that requires a holistic approach.

- Providing training, and the more personalized the better, has a direct influence on the motivation of the public sector and, therefore, on its transformational capacity.

- The SDGs should be at the core of training and curriculum development for public administration schools and institutes. The Curriculum on Governance for the SDGs offers a very good opportunity to mainstream the SDGs in the work and activities of schools and institutes working with the public sector.

- Different governmental partners can be involved in the training sessions and the use of the toolkits. After collaborating with UN DESA training government officials should be able to conduct the training themselves, including customizing the curriculum and use the materials relevant to their own needs.

- The idea emphasized was that there is flexibility within the toolkits, that topics from different toolkits can be combined and that pertinent hands-on exercises can be found as well.

- It was agreed that follow-up trainings (in person or online) would be useful to deepen the understanding of the toolkit and its application and to develop an action plan to strengthen skills at individual and organizational levels.

- Information on the toolkit and its content can be found here: [United Nations Public Administration Network](#)

Annex I: Agenda

10:00 - 10:15 am (GMT+9) **08:00 pm – 08:15 pm (New York time)** **(15 min)**	**Opening Remarks** Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA Mr. Jiannan Wu, President, the Asian Association for Public Administration (AAPA) Mr. Alex B. Brillantes, Secretary-General, EROPA Facilitated by **Cristina Rodriguez-Acosta**, Programme Management Officer, UN DESA
10:15 – 10:20 am (GMT+9) **08:15 - 08:20 pm (New York time)** **(5 min)**	**Purpose of the Training of Trainers** Ms. **Cristina Rodriguez-Acosta**, Interregional Advisor on Innovation and Digital Government, UN DESA
10:20 – 11:05 am (GMT+9) **08:20 - 09:05 pm (New York time)** **(45 min)**	**What is your most pressing challenge in terms of Public Sector Innovation and Digital Government to advance the SDGs?** **Tour de Table** Facilitated by **Cristina Rodriguez-Acosta**, Inter-regional Advisor on Innovation and Digital Government, UN DESA
11:05 am – 12:15 pm (GMT+9) **09:05- 10:15 pm (New York time)** **(70 min)**	**Presentation of the Training Materials of the Toolkit on Innovation and Digital Government for Public Service Delivery (Agenda, Facilitator's Guidance Manual, Activities** **Cristina Rodriguez-Acosta**, Inter-regional Advisor on Innovation and Digital Government, UN DESA **Presentation of the Toolkit on Capacities for Digital Government Transformation** **Mr. Keping Yao,** Senior Governance and Public Administration Expert**,** UNPOG/DPIDG/UN DESA
12:15 - 1:15pm (GMT+9) **10:15 - 11:15 pm (New York time)** **(60 min)**	**Interactive Discussion on the use of the Toolkits** Facilitated by **Cristina Rodriguez-Acosta**, Inter-regional Advisor on Innovation and Digital Government, UN DESA and **Mr. Keping Yao,** Senior Governance and Public Administration Expert**,** UNPOG/DPIDG/UN DESA

| 1:15 -1:30 pm (GMT+9) 11:15 pm -11:30 pm (New York time) (15 min)	**Closing Remarks** Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA Mr. Jiannan Wu, Ph.D. President, the Asian Association for Public Administration (AAPA) Mr. Alex B. Brillantes, Jr. Secretary-General, EROPA

Annex II: List of participants

COUNTRY	DETAILS OF PARTICIPANTS
Bangladesh	Bangladesh Public Administration Training Center • Dr. Mohammad Rezaul Karim, Deputy Director • Mr. Shamim Hosen, Deputy Director
China	• Dr. Jiannan Wu, President, the Asian Association for Public Administration (AAPA) • Haozhi Pan, Associate Professor, Shanghai Jiao Tong University
Indonesia	• Dr. Eko Prasojo, Professor, University of Indonesia National Institute of Public Administration • Ira Khoiriyah, S.Pd., M.Sc, (Senior Trainer) • Wahyu Pramudita, M.Hum, (Junior Trainer)
Japan	• Ms. Chiho Goto, Chief Administrator, Research Division, Local Autonomy College
Kazakhstan	• Mr. Amanzhol Yestekov, Project Associate in Digitalization and Innovation
Republic of Korea	• Alberto Ferguson, KDI School of Public Policy and Management, Republic of Korea • Jimin Shim, Korea Institute of Science and Technology • Kipoom Jeong, Seul National University
Malaysia	• Mrs. Sharon Kumari Sandanasamy, Principal Assistant Director, Research, Planning and Policy Division • Mr. Farrell Rasu, Senior Training Consultant, National Institute of Public Administration, Public Service Department • Ms. Kathleen Mujan Nandong, Senior Training Consultant, National Institute of Public Administration, Public Service Department

|	
Philippines	• Dr. Rizalino Cruz, OIC Dean, National College of Public Administration and Governance, University of the Philippines • Victoria F. Esber, Acting Executive Director IV, Civil Service Commission • CSC_Jenica Manrique-Arnobit, Civil Service Commission • Lilibeth Perez, Civil Service Commission • Mark Anthony Malitan, Civil Service Commission
Singapore	• Ms. Audrey Chan, Lead, Research and Curriculum, Chandler Academy of Governance
Thailand	Graduate School of Public Administration-National Institute of Development Administration (GSPA-NIDA) • Assoc. Prof. Dr. Ploy Suebvises, Dean, Graduate School of Public Administration • Assoc. Prof. Dr. Danuvas Sagarik, Associate Dean for Academic Affairs King Prajadhipok's Institute • Mr. Nuttaphong Rodmee Director of the Office of the Civil Political Promotion • Ms. Teeraphan Jaiman Director of Parliamentary Academic Promotion Office
Vietnam	National Academy of Public Administration • Dr. Nguyen Thi Kim Chung, Lecturer, Faculty of State- Law and Theoretical Foundations, • MA. Le Hong Hanh, Faculty of Administration Sciences and Organization- Personnel Management • MA. Nguyen Thi Ngoc Mai, Faculty of State Management of Economics Affairs and Public Finance • Trang Phạm Huyền, National Academy of Public Administration, Vietnam
EROPA	• Mr. Alex B. Brillantes, Secretary-General, EROPA • Ms. Ainna Shariz Comia
UN DESA/DPIDG/ UNPOG	• Ms. Adriana Alberti, Chief, PMCDU, DPIDG, UN DESA • Ms. Cristina Rodriguez-Acosta, Interregional Advisor on Innovation and Digital Government, UN DESA • Mr. Keping Yao, Senior Governance and Public Administration Expert, UNPOG/DPIDG/UN DESA • Ms. Ana Thorlund, UNPOG/DPIDG/UN DESA • Ms. Mi Kyoung Park, UNPOG/DPIDG/UN DESA Mr. Samuel Danaa, UNPOG/DPIDG/UN DESA • Ms. Hailey Kim, UNPOG/DPIDG/UN DESA

| **Other Participants**	• Ms. Edith Sztychmasjter, Director, Pasion en Contenidos, Argentina • Hoa Pham (hoanapa@yahoo.com) • Sujith V (sujith.proc@gmail.com)

Annex III: Evaluation Survey Results

All participants were asked to fill an evaluation survey. A summary of the Survey results of those who chose to respond is presented below:
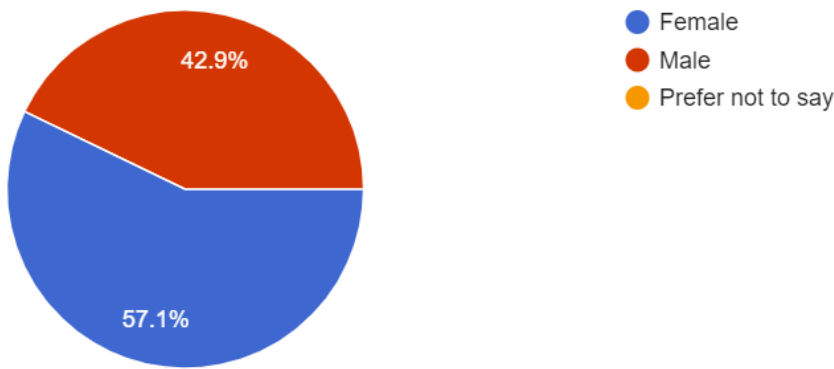
6. Please rate your level of satisfaction with the following aspects of the ToT. Please choose one in each row.
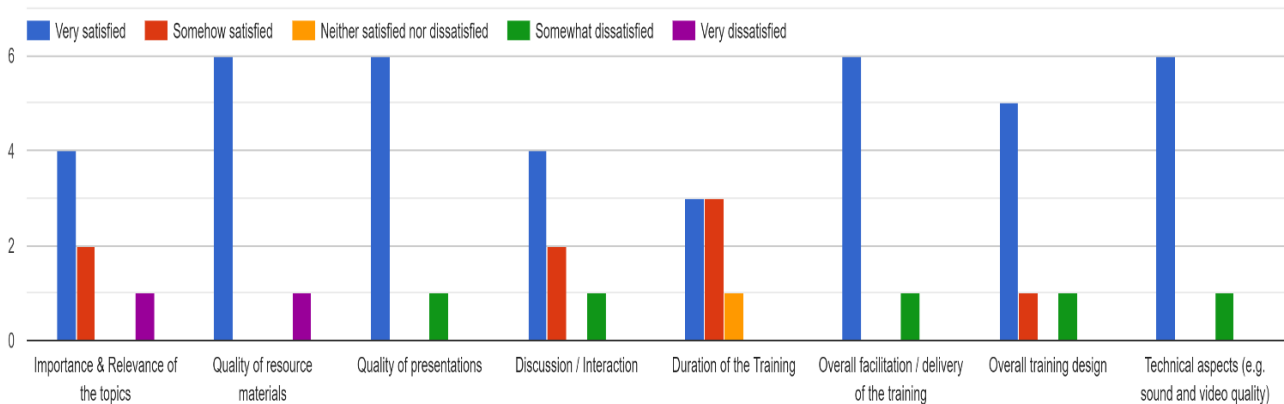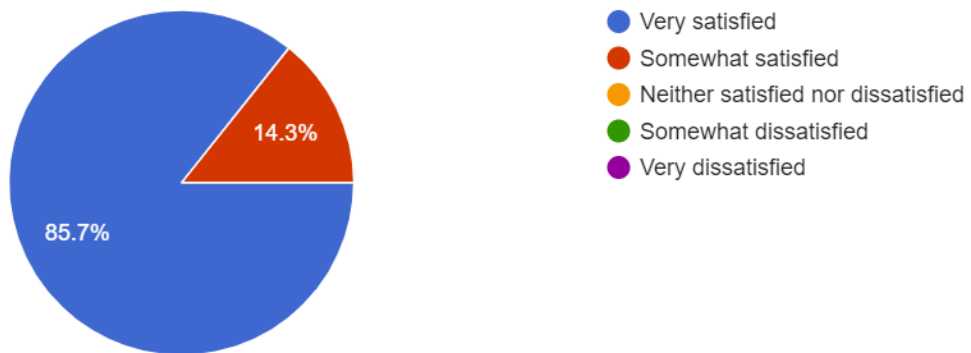
7. The Training enhanced my understanding on how to deliver the Capacity Development Workshop on Innovation and Digital Government for Public Service Delivery : (please choose one in each row)
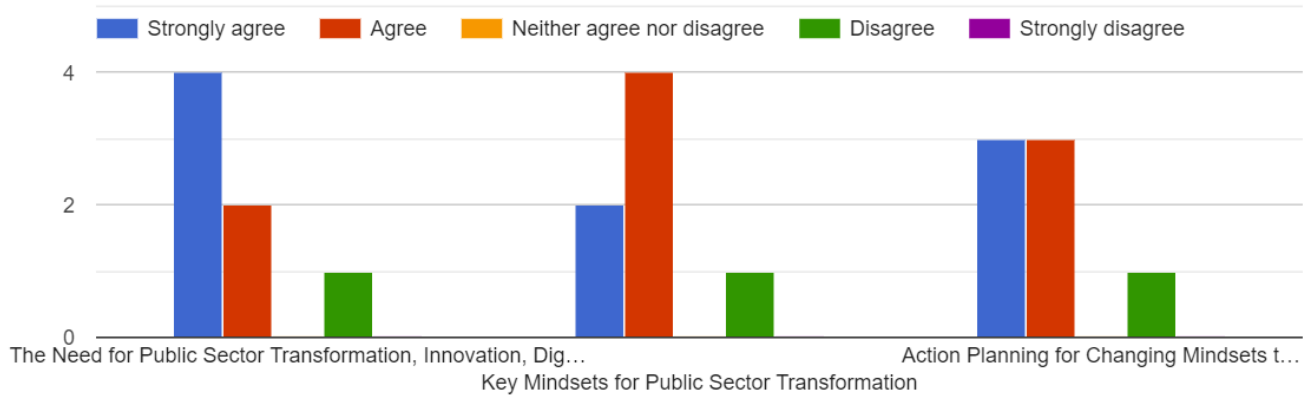
8. Overall, how satisfied were you with the Training of Trainers ?

7 responses

9. What did you like most and least about the ToT?

7 responses

Contents
Well explained
Most: It was clear , Least: only in English
Nil
We know about the toolkit and how to train this tool in some countries.
I like the discussion session, learning some insights from other participants
That UN is enabling SEA countries to aggressively promote the 17 SDGs through training institutions.

Annex IV: Group Photos
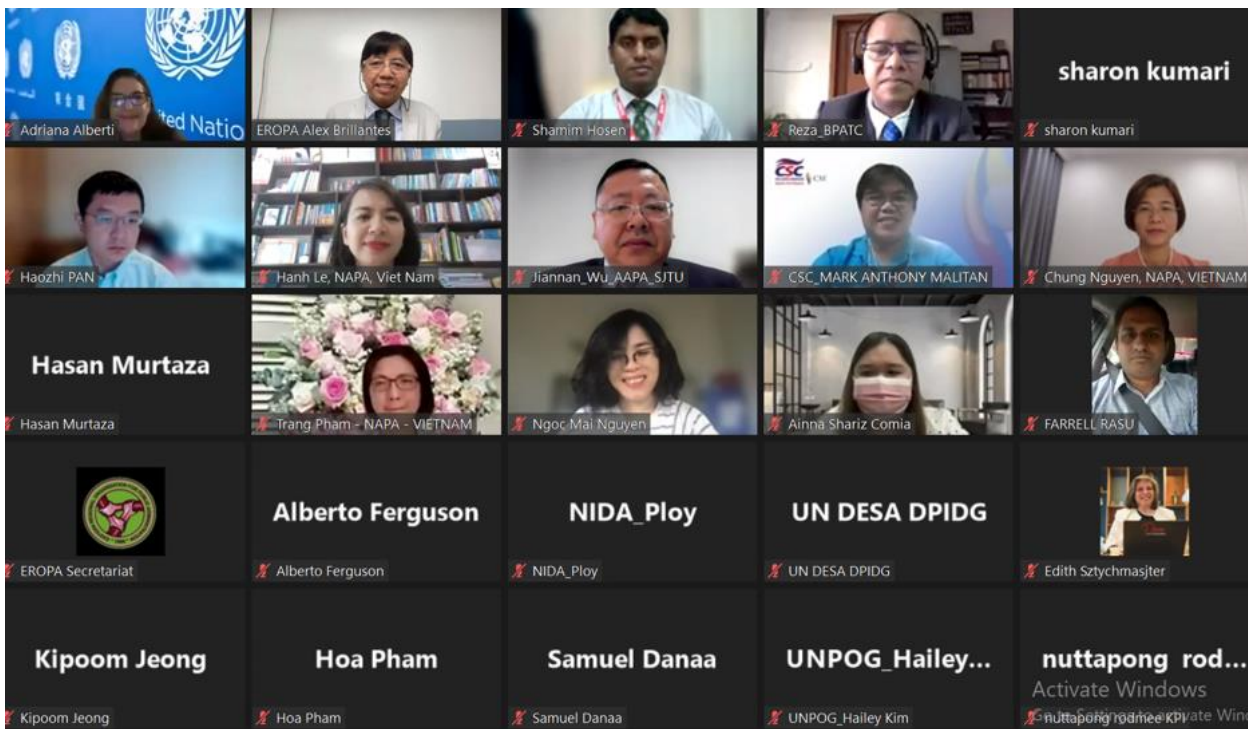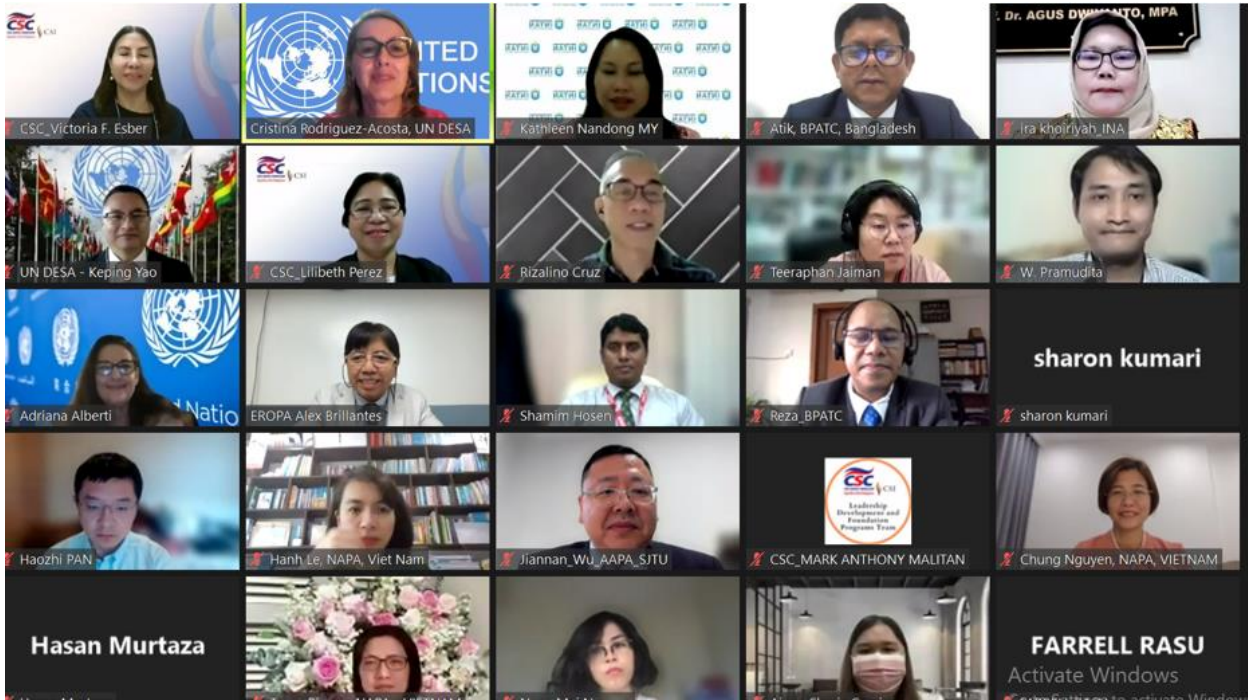
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