Innovation and Digital Government for Public Service Delivery

Toolkit for the Achievement of the Sustainable Development Goals

Learning Objectives

- Through this five-day program participants will have the opportunity to learn strategies to strengthen country level capabilities as they relate to the 2030 SDGs and their capability to create a more innovative and efficient public service.

- Participants will be introduced to new concepts, tools and techniques to support their capability assessment and action planning skills.

- Participants will complete a Digital Transformation Capability Assessment, which will be used to showcase the value of and approach to conducting such assessments on an ongoing basis.

Innovation and Digital Government for Public Service Delivery

Workshop at a Glance

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	Day 1 Understanding the role of government, the public service, innovation and digital transformation in realizing the Agenda 2030	Day 2 Exploring Key Concepts and Conducting the Digital Transformation Assessment	Day 3 Mapping the Institutional Environment	Day 4 Toward a Road Map and Action Plan	Day 5 Bridging the Gaps in Public Service Delivery Action Plans
Morning Session **0900 – 1200**	Module 1.1. Welcome & Introduction to the Course	Module 2.1. Welcome and Introduction to Day 2	Module 3.1. Welcome and Introduction to Day 3	Module 4.1. Welcome and Introduction to Day 4	Module 5.1. Welcome and Introduction to Day 5
	Module 1.2. Government, Public Service and the Agenda 2030	Module 2.2. Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery	Module 3.2. Implications for the Realization of the NDP	Module 4.2. Tools and Techniques for Building Situational Awareness	Module 5.2. Plenary Discussion Prioritizing Recommended Actions
	Module 1.3. Our National Development Plan	Module 2.3. Building Situational Awareness with the DTCA, Part 2	Module 3.3. Public Value Framework Part 1	Module 4.3. Do-ability vs Priority Analysis	Module 5.3. What Needs to Change? What Change Will Create the Most Value?
Lunch Break					
Afternoon Session **1300 - 1700**	Module 1.4. Innovation, Digital Transformation and Digital Government	Module 2.3. Building Situational Awareness with the DTCA, Part 2 Continued	Module 3.3. Public Value Framework Part 2	Module 4.4. Action Planning Part 2	Module 5.4. Case Study: Socio-Technical View of Innovation
	Module 1.5. Realizing Digital Government Transformation	Module 2.4. Systems Thinking and Situational Awareness	Module 3.4. Enabling change: Innovation Labs and Design Thinking	Module 4.5 Case Study. Reversing a Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative	Module 5.5. Looking Ahead
	Module 1.6. Building Situational Awareness through a DTCA	Module 2.5. Introduction to Components of Action Planning Part 1	Module 3.5. Case Study: UNCEF's Kosovo Innovation Lab		Module 5.6. Course Evaluation and Closing Ceremony
	Module 1.7. Wrap-Up	Module 2.6. Wrap Up	Module 3.6. Wrap-Up	Module 4.6. Wrap-Up	Module 5.7. Wrap-Up

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Today's Agenda

	Innovation and ICT for Public Service Delivery		
	Day 1 Understanding the role of government, the public service, innovation and digital transformation in realizing the Agenda 2030		
Morning Session 0900-1200	Module 1.1. Welcome & Introduction to the Course		
	Module 1.2. Government, Public Service and the Agenda 2030		
	Module 1.3. Our National Development Plan		
	Lunch Break		
Afternoon Session 1300-1700	Module 1..4. Innovation, Digital Transformation and Digital Government		
	Module 1.5. Realizing Digital Government Transformation		
	Module 1.6. Building Situational Awareness through a DTCA		
	Module 1.7. Wrap-Up		
	Adjourn		

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Day 1 Learning Objectives

- Consider the role of government and public service and how they relate to the realization of the Agenda 2030

- Explore key pillars for the realization of sustainable development and how governments must manage change

- Introduce the concepts of Innovation, digital transformation and digital government

- Introduce the capability assessment framework and the process for conducting capability assessments

Introductions

- Name

- Title

- Primary Responsibilities

- Years of Service

- *What is your biggest hope for you country in achieving its 2030 SDG goals?*

Government, Public Service, and Agenda 2030

Fundamental Purpose of Government

- Address basic human needs:
  - Jobs
  - Clean water
  - Education
  - Transport
  - Housing
  - Infrastructure
  - Primary Health Care, particularly to those left furthest behind

The Charge to 21ˢᵗ Century Governments

- Finding new ways to effectively create public value through effective, inclusive and people-oriented service delivery

- Critical concepts:
  - Public Value
  - Effective
  - Inclusive and people oriented

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The People's Charge to 21st Century Governments

- More personalized services that fit their unique needs

- Greater degrees of transparency, accountability, and effectiveness of a variety of governmental services

- More significant participation in decision making processes

A Holistic Approach

- No blueprint, but there are:
    - Principles
    - Strategies
    - Enabling factors for innovation
- This workshop will build your understanding of and your capability for innovation and public service delivery by teaching you principles, strategies and enabling factors for innovation.

What is a Public Service?

- A public service is a service which is provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing private provision of services

Source: https://www.sciencedaily.com/terms/public_services.htm

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Why are we Here?

- The Public Sector is the world's largest service provider

- The bottom 20% of governments in terms of development are marginalized, without access to the formal economy and to the formal market for basic services

- We're here to help start closing the gap in readiness to meet the expectations people have for 21st century governments, to delivery on Agenda 2030 and realize the sustainable development goals.

The 2030 Agenda for Sustainable Development

- Adopted in 2015
- The Agenda is a universal policy document with 17 Sustainable Development Goals (SDGs) and 169 associated targets which are integrated/indivisible
- A2030 builds on the Millennium Development Goals (MDGs) and seeks to guide Member States to transform their approaches to achieve inclusive, people-centered and sustainable development with no one left behind

Goals

16

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Key Pillar for Development

- 13 of the 17 SDGs have content related to public service delivery

- Among 169 targets, there are 59 targets related to public service delivery

- Among 230 indicators, 66 of them require some specific public service to be delivered by public institutions

SDG 16

- Through their endorsement of Sustainable Development Goal (SDG) 16, the international community have set out a shared vision of the central role effective, accountable and inclusive institutions play in enabling sustainable development

- This is the first time that they have agreed on the role of such institutions

SDG 16 calls for "leaps of change"

- "SDG 16 is one of those rare instances where the adage `no more business as usual' cannot be a cliché – if development co-operation providers, in particular, carry on as they are then they will fail."

- Four big shifts are necessary:
  - Act politically; Innovate Radically; Measure Effectively and Collaborate Differently
    - Source: Whaites, A, 2016

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Public Service and SDGs

- Public service(s) is a composite of activities needed by the general public but cannot be availed in the open market unless through resource allocations provided by the government (Emerson 2020).

- Public institutions can play a critical role in localizing and achieving SDGs through:
  - Effective and equitable delivery of services
  - Innovation
  - Training/capacity building for public servants

PSD Delivery Interventions

- Asian Development Bank
  - Thematic Perspective: Good Governance
    - Mission/Vision: Lack of good governance hinders the delivery of public services, promotes corruption and inhibits economic development.
      - Intervention: Support the strengthening of government institutions from within, while assisting them in improving the delivery of their services to the public.

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The UN Public Service Award (PSA)

- Most prestigious international recognition of excellence in public service

- Rewards the creative achievements and contributions of public service institutions that lead to a more effective and responsive public administration in countries worldwide

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Selected 2020 UN PSA Winners

- Accessible Health Care Services
  - The Republic of Korea Seongdong District's (Seoul) "HYO Policy" programme makes health care services more accessible, including through home visits, to older persons suffering from poverty, health issues and social isolation.

- Access to Entergy Reduction Tariff
  - The Automatic Social Energy Tariff (ASET) in Portugal automates the application process for an energy reduction tariff to low-income customers. The initiative greatly increased the uptake of the entitlement among low-income households.

- Reducing Truancy
  - In Brazil, the Jaboatão Prepara Programme encourages middle school students' attendance in secondary level technical schools by offering professional guidance and a free preparatory course for low-income students, greatly increasing the acceptance rates of students.

- Facilitating Land Transfer
  - In Bangladesh, the e-Mutation initiative established a digital application mechanism to make land transfer applications easier and more accessible, efficient and transparent. The purpose is to better serve the most vulnerable populations and those facing discrimination, including the illiterate, women, older persons and the poor.

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Innovation and Public Service:
Key Pillars for Development

- Innovation and public service delivery consistently acknowledged by member states as key pillar for development

- Highlighted as an integral component of the 2030 Agenda

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Managing Change and Achieving SD

- Government must rethink
  - How they will provide public services to leave no one behind
  - How they will monitor and evaluate the implementation of the SDGs
  - How they will mobilize funds and ideas to promote prosperity for all

Managing Change and Achieving SD

- Requires a paradigm shift in the ways services are designed and delivered

- Most of the 17 SDGs are delivered to people through public services.

- If governments cannot deliver or provide access to services, attaining the SDGs is highly unlikely.

Common Characteristics for Leading Countries

➢ Their institutions have a systems-thinking approach to policy making and service delivery by using ICTs to enhance operational linkages

➢ A basic step they followed was to re-organize their institutions and organizational structures to establish appropriate horizontal and vertical workshops before starting an automatization process

➢ Many leading countries have put in place organizational structures to lead their digital government transformation. Out of 193 UN Member states, 145 countries have a CIO or equivalents.

➢ Need org structures to be complemented by a change in a government's organizational culture at all levels and new individual capacities in the public sector and society

➢ Capacities to mobilize resources, manage data, promote effective public communication and address issues related to ICT infrastructure, affordability and accessibility to technologies are also part of a holistic approach

➢ It is also necessary to develop the capacities of the capacity developers and of all people including vulnerable groups

- Source: UN e-Government 2020 Survey Report

Plenary Discussion

Innovation and Digital Government for Public Service Delivery

Morning Break

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Our National Development Plans

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<insert Country liaison's slides here>

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Small Group Activity

Instructions

- Group Formation
  - We will form 2 groups
  - Count off by 2's

- Group Assignment
  - Group 1: What challenges will your government face achieving the goals your countries NDP?
  - Group 2: How will your local context and capabilities impact your efforts to deliver on your NDP?

- Group Process
  - Move to your small group location
  - Refer to Activities Instruction Sheet 1.3.1

Plenary Discussion

Innovation and Digital Government for Public Service Delivery

Lunch Break

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Innovation, Digital Transformation and Digital Government

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Innovation

- An idea or behavior perceived as new to the individual or adopting organization. (Rogers, 1972, Kanter, 1983, Damanpour, 1996)

- The generation, acceptance, and implementation of new ideas, processes, products, or services. (Kanter, 1983)

Innovation and Risk

- Innovation characteristics interact with context characteristics

- Uncertainty results from the lack of adequate knowledge about the interaction

- Risk results from uncertainties about the consequences of change efforts

The Government Innovation Context

**Technology
10,000 mph**

**Organization &
management
1000 mph**

**Public policies
10 mph**
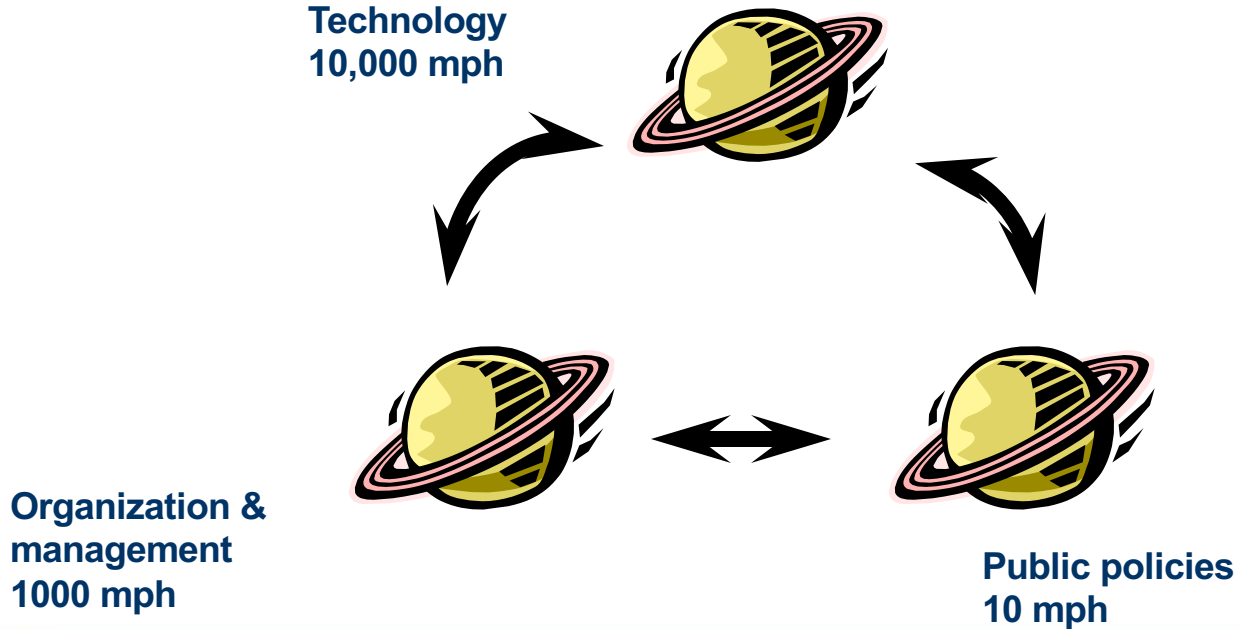
Capability to Innovate Varies

➢ Governments around the world are using digital technologies to innovate the way they operate, share information, make decisions and delivery services, as well as to engage and partner with people to solve policy challenges of public concern.

➢ Yet, many countries remain ill-equipped to effectively leverage digital technologies and provide accessible, reliable, fast, personalized, secure and inclusive services and empower people through open and participatory mechanisms.

Source: UN e-Government 2020 Survey Report

Capacities for Digital Transformation

➢ Digital transformation is fundamentally about governance transformation and cultural change in support of a country's overall national development vision and strategy in line with the SDGs.

➢ Digital government transformation requires a holistic approach that is value-driven and institutionalize across all government levels an society.

➢ Digital government transformation should aim at promising digital inclusion and ensuring that all people, including vulnerable groups, can access new technologies to improve their well-being. It should put people first and revolve around their needs.

Source: UN e-Government 2020 Survey Report

Digital Government

- Digital government is not an end, but a means to improving pubic service delivery, increasing people's engagement, enhancing transparency, accountability and inclusion and, ultimately to making life better for all.

Source: UN e-Government 2020 Survey Report

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To Achieve the SDGs

- Public sector capacity must be bolstered at the national and local levels

- This requires:
  - Institutional innovations
  - Organizational innovations
  - Process innovations
  - Conceptual innovations

Source: UN DPIDG Interim Policy Brief Capacity Development Unit

Success is not a Mystery

- Often overlooked lesson is the relevance of capacity/capability to undertake reform

- Key Lessons Learned:
    - Proper institutional coordination
    - Policy coherence
    - Context-specific adaptation
    - Engagement of beneficiaries in a collaborative manger,
    - Appropriate consideration of digital and technological options
    - Transparency in budgeting and expenditures
    - Public private partnerships
    - Accountability towards customer-centric models
    - Effective linkages between local and national levels of government

    - Source: UN DPIDG Interim Policy Brief Capacity Development Unit

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Nor is it a Myth…

- Accessible Health Care Services
  - The Republic of Korea Seongdong District's (Seoul) "HYO Policy" programme makes health care services more accessible, including through home visits, to older persons suffering from poverty, health issues and social isolation.

- Access to Entergy Reduction Tariff
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Plenary Discussion

Realizing Digital Government Transformation

Realizing Digital Government Transformation

- A four step approach that follows and iterative and agile cycle:
  1. Undertaking a context and situation analysis
  2. Articulating a shared vision of government transformation and how to leverage digital technologies to achieve society's goals
  3. Devising a strategy and a digital government implementation roadmap comprised of key pillars, and
  4. Putting in place monitoring and evaluation mechanisms

Source: UN DPIDG Interim Policy Brief Capacity Development Unit

Concepts for Analysis and Planning

- Capability
- Maturity and stage models and frameworks
- Theories of change
- Enablers

Key Concepts for Analysis and Planning

Capability defined:
- the ability or qualities necessary to do something
- capability to do something
- capability of doing something
- capability for doing something
- beyond/within the capabilities of something/somebody

- Source: https://www.merriam-webster.com

Capability in practice is:
- multidimensional
  - Made up of several types that contribute to overall capability.
- complementary
  - High or low levels can result from different combinations of factors and high levels in some can often compensate for lower levels in others.
- dynamic
  - Can increase or diminish due to changes within an initiative or in its external environment.
- specific to its setting and domain of practice
  - Some elements of capability apply to all settings, but for any particular project capability depends on specific objectives, project demands, and environment.
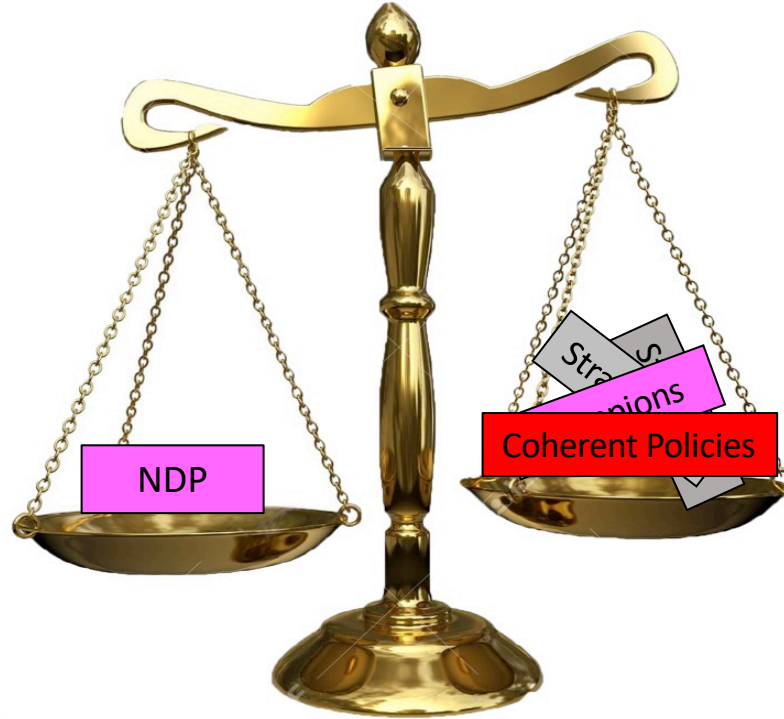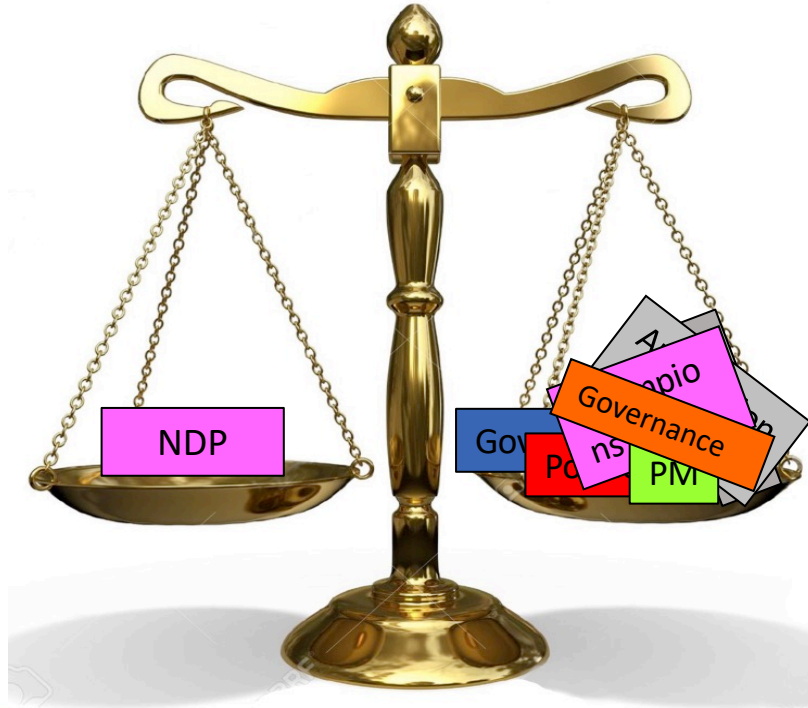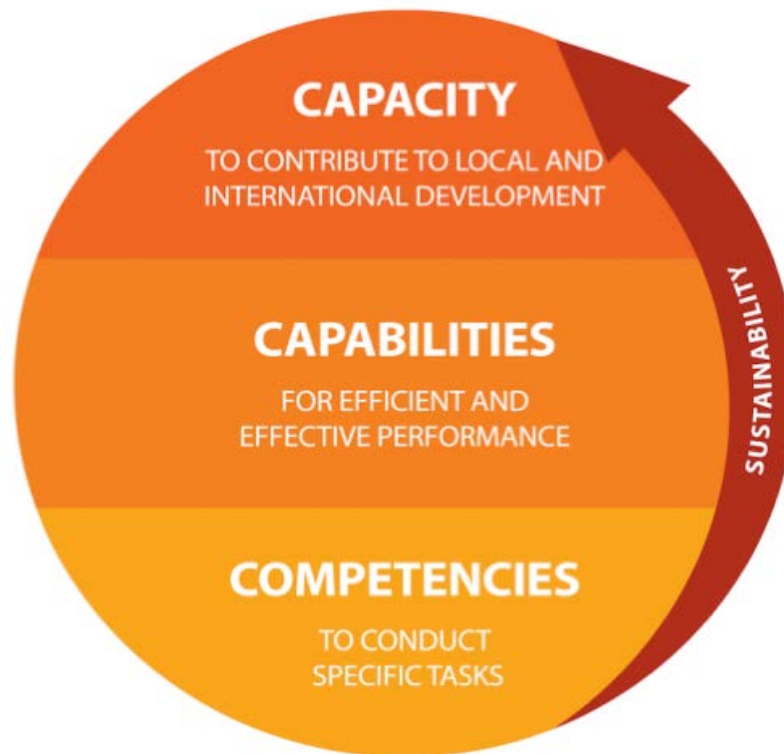
Balancing Capabilities

Balancing Capabilities

NDP

Coherent Policies

Balancing Capabilities

Tools for Analysis and Planning

- The Digital Transformation Capability Assessment Framework (DTCAF)

  - This is the six-dimension framework of enablers of change for digital transformation.

- The Digital Transformation Capability Assessment (DTCA)

  - These are the steps Workshop Participants will follow to use the DTCAF in conducting individual and group assessments of capability during the Workshop

The Digital Transformation Capability Assessment Framework (DTCAF)

The DTCAF

- An enabler-based model drawing on theories of change

- Focus
  - Identifying and explaining the theories of change for the mechanisms (maturation agents or enablers) that can advance the capability of an organization

- Related to, but different from a maturity model

Design Principles of the DCTAF

- Enabler-based models help decision makers understand better which actions, resources and capabilities are more important in moving an organization from one stage to another

- Metaphorically, an enabler can be thought as a maturing agent that helps organizations improve critical capabilities needed to drive performance

A Theory of Change and Enablers

- A theory of change is an explanation about "how and why the program will work" (Weiss, C.H., 1995).

- A theory of change pre-specifies how some activities will lead to the desired organizational changes, and identifies the contextual conditions to do so (Rogers, P.J. and Weiss, C.H. 2007).

- An enabler is the force that triggers "development towards the better" (Becker, J. et al, 2009).

Enablers

- An enabler, or maturation agent, can be any organizational asset (including resources and capabilities), as long as the model explains, and justifies, how and why the asset is advancing the organization towards advanced maturity stages.

- Some of the enablers discussed in the literature of digital government are management, institutions, governance networks and collaboration, and technologies.

The DTCAF

- The DTCAF was designed to identify the key organizational and technological enablers for improvement of digital transformation

- Using the DTCAF to conduct an assessment of capability produces new insights for identifying options and making decisions about strategies and action plans to guide future efforts to transform government and create public value

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Theories of Change and Digital Government Capability

- Using a comparative analysis of over 25 leading models

- Sought to understand what theories of change are implied in the literature of digital government maturity models, and how they are are specified

- Inclusion criteria
  - Maturity models for digital governments with a rich description of the organizational areas expected to change along with the maturity stages, and available through academic repositories.

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Perspectives Across 27 Models

- Results
  - ✓ Results are the intended direction of digital transformation, based on the perceptions on how digital government should operate or look like, provided advances in technologies.
    - o Examples: one-stop shop; systems compatibility; open linked data.
- Stages
  - ✓ Stages are a categorization of the degree of advance of the digital government practice in reference to the results expected.
    - o Examples: advanced, transformed stages.
- Enablers
  - ✓ Enablers are the agents that eventually enable or prevent digital transformation
    - o Examples: leadership; regulatory regime; strategy.

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Three Models as Reference

- Compared to other maturity models, three have a rich description of how diverse organizational dimensions change when trying to build capability
  - McKinsey
  - Gartner
  - UN's Meter 2

Enablers in McKinsey Model

Enabler	Theory of change
Strategy	A good strategy weaves clearly the opportunities that emerging information technologies offer to address some of the overall government priorities.
Governance	Mechanisms of inter-organizational coordination strengthen the diffusion of new policies and technologies across government agencies.
Leadership	Helps cementing the alignment of the strategy within government priorities, oversees the required talent and coordinated effort required for its implementation, and promotes innovation and organizational change.
Technology	A smooth replacement of old IT systems with emerging technologies sets the basis for delivering better public services.
Data	Getting more data from multiple sources helps overcoming the problem of limited information and helps facing complex problems by providing more data from multiple sources.

Enablers in Gartner Model

Enabler	Theory of change
Data	The production and use of data help to accomplish organizational values, such as efficiency, openness, transparency, proactivity, and resilience.
Monitoring	Data production technologies (i.e. sensors) and data mining techniques (e.g., web scrapping or social network analysis) improve the organization's monitoring capabilities. These capabilities subsequently improve service models or prompt new ones, such as emergency response, prediction of citizen's needs, and anticipation of citizen's problems.
Third-party service delivery	Citizens prefer a networked governance system where responsibilities are distributed among government and a variety of non-government actors. Enabling non-government actors as co-creators or co-producers of public services improves citizen's convenience and choice when accessing public services, and ultimately improves citizen's satisfaction.

Enablers in UN METER 2

Enabler	Theory of change
Leadership	Commitment from leaders guide the interweaving of strategic goals, resistance to IT changes, and programmatic actions necessary for organizational change.
Regulatory	Archaic laws, old regulatory regimes, and overlapping regulations complicate the adoption or use of new It. It-based regulatory reforms are normally a boost for a digital transformation.
Institutional Arrangements	An agency or institutional mechanism should serve as the focal point of planning, supporting, coordinating and overseeing the collective efforts from different departments and agencies.
Network of Organizations	Networked governance models improve citizen's satisfaction of public service delivery. A horizontally and vertically cohesive network of government organizations also improves public service delivery effectiveness.
Access to IT	Reliable access to IT infrastructure to public officers and citizens must be improved.

Dimensions rather than Stages

- The DCTAF focuses on dimensions, rather than stages, and intends to give clarity on the theories of change for each dimension
  - Each dimension of the DCTAF represents a transformation enabler
  - Each DCTAF dimension and sub-dimension has a definition drawn from the model analysis
  - Each DCTAF item incorporates relevant questions from selected models

The Digital Transformation Capability Assessment Framework

Dimension	Sub-dimension	# of Items
Leadership	Vision	4
	Policy	4
	Data	3
Strategy	General	8
	Integration and Interoperability	3
	Data	4
Governance	General	6
	Citizens & Business	5
	Partnership	2
	Data	2
	Organization	4
Legal	Laws and Regulations	5
	Policies and Procedures	13
	Data	3
	Procurement	4
Technology	General	2
	Citizens & Business	5
	Public Servants	3
	Cybersecurity	7
Professional and Workforce Development	General	7
Total Items		94

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The Six Dimensions of the Digital Transformation Capability Assessment Framework

Dimension	Definition
Leadership	Leaders must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy. Leaders must craft plans to achieve organizational goals, communicate to stakeholders, and monitoring the progress.
Strategy	Strategic plans help to support the transformation agenda. Strategic plans present the actions to be taken to pursue digital transformation goals.
Governance	Governance provides structures for making explicit who makes which decisions and how. The development of good governance must be aligned with the strategic goals, as well as legal framework.
Legal	The set of legislation, guidelines and standards that a Ministry or Agency must comply with in deploying programs and services.
Technology	The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.
Professional and Workforce Development	The policy and programmatic affordances in place to support ongoing capacity building.

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The DTCAF

Selected Sub Dimensions and Illustrative Items

Dimension	Sub-Dimension	Illustrative Items
Leadership	Policy	Political commitment to digital government activities is continuous and long-term in our Ministries/Agencies.
Strategy	General	Our Ministry/Agency strategy prioritizes the digitization of the services with the highest volume of constituents' requests.
Governance	Data	Our Ministries/Authorities regularly assess whether the information available on our websites is useful to non-governmental users.

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The DTCAF

Selected Sub Dimensions and Illustrative Items

Dimension	Sub-Dimension	Illustrative Items
Legal	Policies and Procedures	Our Ministries/Agencies have policies regulating the sharing and dissemination of public information that are adequate to ensure the protection of citizen's identity and to enable effective government services.
Technology	General	Government personnel have access to the hardware, software, and network tools they need to design and implement online public services.
Professional and Workforce Development	General	Our Ministries/Agencies ensure that the policies and procedures for online learning and workforce development programs are transparent and consistent throughout the ministry/authority.

Example of a DTCAF Item

LEA01	Leadership from the organizational units in our Ministries/Agencies are constantly informed and updated about how digital technologies may bring opportunities in transforming the working environment and improving citizen satisfaction	**5 - Strongly Agree** Management personnel from all departments are regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction
		4 – Agree
		3 - Neither Agree nor Disagree Management personnel from all departments are not regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction
		2 - Disagree
		1 - Strongly Disagree There is no plan in place for management personnel from all departments to be regularly informed and updated about how digital technologies may create opportunities for transforming the working environment and improving citizen satisfaction.

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Plenary Discussion

Small Group Activity

Instructions   1.5.2. Dimension Influence on NDP

- **Group Formation**
  - We will form six groups
  - To form the groups count off by 6's. All #1s are Group 1; all #2s are Group 2; all #3s are Group 3, and so on
  - Each individual is asked to remember their group # (this is surprisingly difficult at times, but they should get better at it over the week)
- **Group Assignment**
  - Each group will be assigned one dimension
  - Working individually, take 10 minutes to review the dimension and consider the question:
    - How will a high level of capability in this dimension help support or influence realization of your country's NDP?
- **Group Process**
  - Move to your group location
  - Refer to the Activity Instruction Sheet 1.5.2. for details of the Activity

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Plenary Discussion

Innovation and Digital Government for Public Service Delivery

Afternoon Break

Building Situational Awareness through a DTCA

Why Conduct a DTCA?

- Build new understanding of the level of digital transformation capability that exists in a country as a foundation for continued efforts to innovate and lead in the area of digital government and public service delivery

- The focus of interest, or unit of analysis is not a particular digital initiative, such as a portal, but rather it is the whole of government capability for creating and sustaining a mature digital government.

- Not meant to be used to benchmark capability, but rather to develop an understanding of current capability and to inform decision making about where investments are needed to increase innovation and Digital Government capability leading to improvements in public service delivery

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A DTCA Serves Multiple Purposes

- Exposure to the general process of conducting assessments as a way to systematically identify gaps between existing capability and desired capability

- Use new understanding as a new lens through which to frame the content presented in the Workshop

- Use that new understanding your country's digital transformation capabilities when working with fellow Workshop Participants to create an action plan for building new capability

Instructions   **1.6. Conducting a DTCA**

Individual Activity

- **Group Formation**
  - This is an individual assignment
- **Activity Assignment**
  - Complete the DCTA using a copy of the DTCAF
- **Activity Process**
  - Do the following for each item in the DTCAF:
    - Consider each item statement
    - Consider the reference statements provided for the high, low, and medium ratings for each item
    - Decide the extent to which you agree or disagree that the item statement represents the situation in your government and mark your score sheet
    - Circle/enter your response

Today's Key Concepts

- Importance of government as an institution and the critical and unique role of the public service

- Innovation, digital transformation, and digital government

- The enabling power of digital transformation and digital government

- The critical four step approach to realizing digital government transformation

- Using the Digital Transformation Capability Assessment Framework as a tool to help you realize digital government transformation

- How to apply the results of a DTCA to help identify key areas for capability and capacity building

Workshop at a Glance

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Afternoon Session **1300 - 1700**	Module 1.4. Innovation, Digital Transformation and Digital Government	Module 2.3. Building Situational Awareness with the DTCA, Part 2 Continued	Module 3.3. Public Value Framework Part 2	Module 4.4. Action Planning Part 2	Module 5.4. Case Study: Socio-Technical View of Innovation
	Module 1.5. Realizing Digital Government Transformation	Module 2.4. Systems Thinking and Situational Awareness	Module 3.4. Enabling change: Innovation Labs and Design Thinking	Module 4.5 Case Study. Reversing a Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative	Module 5.5. Looking Ahead
	Module 1.6. Building Situational Awareness through a DTCA	Module 2.5. Introduction to Components of Action Planning Part 1	Module 3.5. Case Study: UNCEF's Kosovo Innovation Lab		Module 5.6. Course Evaluation and Closing Ceremony
	Module 1.7. Wrap-Up	Module 2.6. Wrap Up	Module 3.6. Wrap-Up	Module 4.6. Wrap-Up	Module 5.7. Wrap-Up