United Nations | Department of Economic and Social Affairs

Innovation and Digital Government for Public Service Delivery

Day 2

Exploring Key Concepts and Conducting the Digital Transformation Assessment

United Nations

Workshop at a Glance

Innovation and Digital Government for Public Service Delivery

	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 an 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

DESA

Today's Agenda

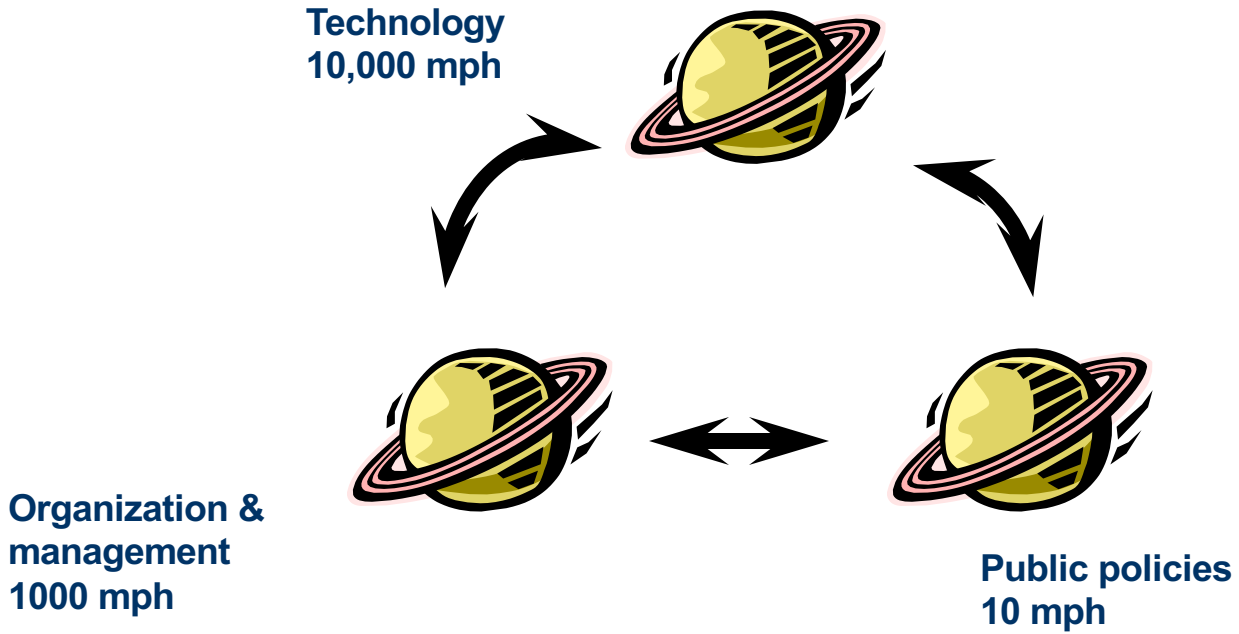
Innovation and Digital Government for Public Service Delivery	
Morning Session **0900-1200**	Day 2 Exploring Key Concepts and Conducting the Digital Transformation Assessment
	Module 2.1. Welcome and Introduction to Day 2
	Module 2.2. Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery
	Module 2.3. Building Situational Awareness with the DTCA, Part 2
Lunch Break	
Afternoon Session **1300-1700**	Module 2.3. Building Situational Awareness with the DTCA, Part 2, Continued
	Module 2.4. Systems Thinking and Situational Awareness
	Module 2.5. Introduction to Action Planning. Part 1
	Module 2.6. Wrap-Up
	Adjourn

Key Concepts from Day 1

- 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

Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery

The Government Innovation Context



To Achieve the SDGs

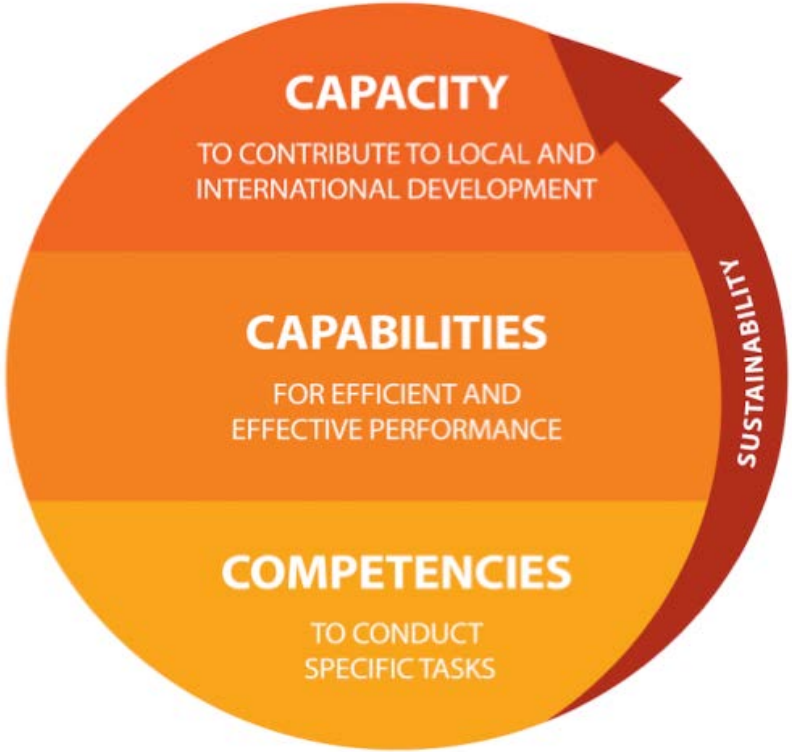
- Public sector capacity must be bolstered at the national and local levels
- This requires:
  - Institutional innovations
  - Organizational innovations
  - Process innovations
  - Conceptual innovations

Source: UN DPIDG Interim Policy Brief Capacity Development Unit

Innovation requirements

- Public sector capacity must be bolstered at the national and local levels
- Developing capacities for e-government transformation is essential for digital transformation
- Capacities for digital transformation are required at societal, institutional, organization and individual levels
  - It entails fundamental changes in the mindsets of public servants and in the way public institutions collaborate
- Digital government transformation must not be seen as a technology-led process
- This is the approach that the most advanced e-government countries have adopted.

- Source: 2020 UN E-Government Survey



https://cidt.org.uk/capacity-strengthening/key-terminology-unpacked/

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

Capability to Innovate Varies

- Governments around the world are using digital technologies to innovate the way they operate, share information, make decisions and deliver 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

Realizing Innovation in PSD

Principles

1. Access
2. Quality
3. Inclusion and Responsiveness
4. People-drive and personalized
5. Transparency and accountability of service delivery

Strategies

1. Institutional and organizational innovation
2. Transformation of leadership and public officials capacities
3. Process Innovation
4. Organizational culture
5. Leverage the potential of ICTS which create new opportunities for innovation

Five Main Principles to Guide Innovation in PSD

- Access
- Quality
- Inclusion and Responsiveness
- People-driven and personalized services
- Transparency and accountability of service delivery

Access

- Expanding coverage or enhancement of quality service delivery to vulnerable groups is critical to inclusive, sustainable development
- One way to expand coverage is by having in place adequate civil identity registration and management systems.
  - Global, regional and national commitments to sustainable development and poverty reduction require that all citizens, men, and women, have equal access to quality services
- Target 16.9 of the 2030 Agenda is devoted to access

Quality

- High-quality service delivery includes – but is not limited to:
  - degree of excellence of the services offered
  - availability of quality government services at times and in ways that are more convenient to the public
  - speedy processing of applications or claims
  - reduction in the amount of paperwork and other activities people must perform to demonstrate compliance with clearly written government regulations

Inclusion and responsiveness to the needs of the furthest left behind

- The principle of “leaving no one behind” implies that it is not enough to offer standard delivery of public services if the vulnerable, including the poor, remain ignored
- Disaggregated data is vital to understand the needs of the vulnerable groups and deliver services that are needed

People-driven and personalized services

- Utilizing mechanisms that have proven to collect feedback from people and that succeed in engaging them in the delivery of services

Transparency and accountability of service delivery

- Ensure transparency in service delivery and accountability to ensure that resources are going to the most vulnerable groups

Five Central, Interlinked and Interdependent Strategies to Enable Innovation in PSD

1. Institutional and organizational innovation
    - Particularly collaborative governance frameworks (whole of government and whole of society approaches) to deliver integrated services
2. Transformation of leadership and public officials capacities
3. Process innovation
    - Including innovative channels and mechanisms for partnership building and people engagement
4. Organizational culture to promote integrity, the principles of the 2030 Agenda, knowledge sharing and management for innovation, transparency and accountability
5. Leveraging the potential of ICTs, which creates new opportunities for innovation

Source: UN DPIDG Policy Brief Capacity Development Unit

Plenary Discussion

Whole of Government Approach refers to a cross-sectoral and cross-organizational consideration of individuals' needs with reference to delivering digital services in a more integrated and coordinated manner.

Small Group Activity

2.3. Conducting the Digital Transformation Assessment Part 2

- Group Formation
  - We will form 6 groups
  - Count off by 6's
    - All #1 are Group 1, all #2 are Group 2, all #3 are Group 3, all #4 are Group 4, all #5 are Group 5, and all #6 are Group 6.
  - Move to your small group location.
- Group Assignment
  - Each group will be assigned one dimension.
- Group Process
  - Refer to the results of your assessment as you do this exercise.
  - Refer to Exercise Instruction Sheets for next steps.

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Lunch Break

Small Group Activity

2.3. Conducting the Digital Transformation Assessment Part 2

- Group Formation
  - Continue in your assigned groups.
  - Resume your group in your small group location.
- Group Assignment
  - Continue to focus on the assigned dimension.
- Group Process
  - Refer to the results of your assessment as you do this exercise.
  - Refer to Exercise Instruction Sheets for next steps.

Plenary Discussion

Conducting the Digital Transformation Assessment

Systems Thinking and Situational Awareness

Interconnectedness

Systems thinking is . . . seeing **wholes** . . . seeing **interrelationships** rather than **things**, seeing **patterns of change** rather than static "**snapshots**.". . .

. . . systems thinking is a sensibility — for the subtle **interconnectedness** that gives living systems their unique character.

- Peter Senge

A question for your consideration

Is there such a thing as a system?

The question:

Is there such a thing as a system?

An answer:

Depends on what you mean by a system.

The question:

Is there such a thing as a system?

An answer:

Depends on what you mean by *a system*.

So, what do you mean by *a system*?

A Definition

A ***system*** is a ***collection*** of elements or ***components*** that are ***organized*** and ***interact*** for a common ***purpose***.

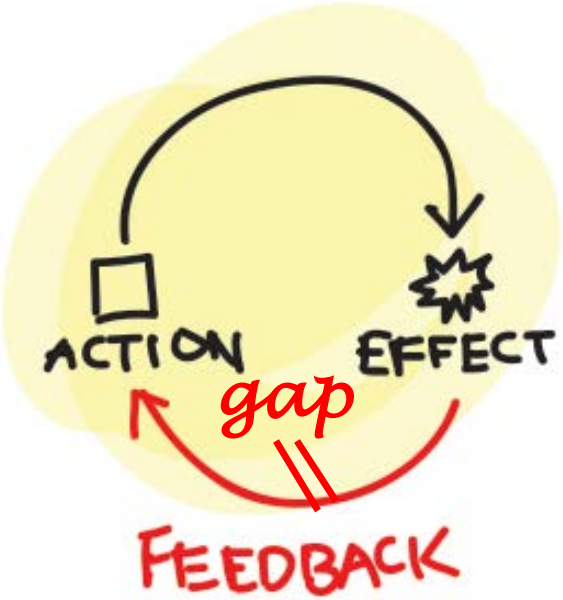
Scribd.com

Main Concepts of Systems Thinking

- ***Collection***
  - Identifiable parts and boundaries, i.e., you can tell what's part of the system and what's not.
- ***Organized***
  - Identifiable structure of the system that shows relationships among the components.
- ***Interaction***
  - Identifiable processes that affect the components and other conditions.
- ***Purpose***
  - One or more identifiable desired outcomes of the interactions.

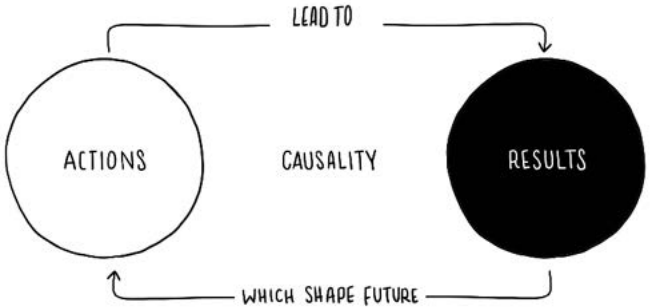
What is Systems Thinking?

Goal seeking and feedback



Archetypes

- **Archetypes** are recurring patterns of behavior that give insights into the structures that drive **systems**.
- They offer a way of thinking about **systems dynamics** across a diversity of disciplines, scenarios, or contexts. They are defined as **archetypes,** which can be seen as the storylines of **systems** in the world.



https://medium.com/tools -for-system-thinkers

Socio-Technical Systems

- **Purpose**
  - Is combination of social and technical outcomes
- **Components**
  - Are a mix of social and technical entities
- **Dynamics**
  - Consist of interacting social and technical processes
- **Structures**
  - Consist of both social and technical relationships
- **Goals**
  - Are both social and technical outcomes

Some Socio-Technical Systems

Systems Thinking Concepts

- Process, process, process
- Holistic perspective: big picture view
- Input-process-output-feedback
- Links and loops, not linear chains
- Focus on dynamic complexity, not detail complexity
- Importance of mental models and process maps
- Looking for archetypes

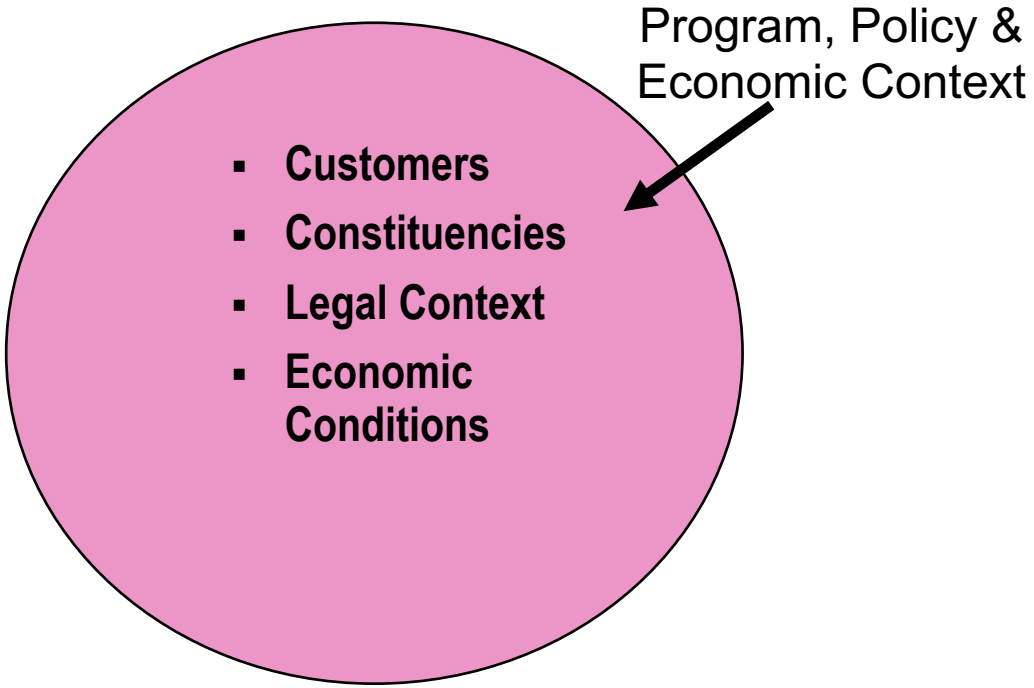
Basic Ideas

You can't do just one thing!

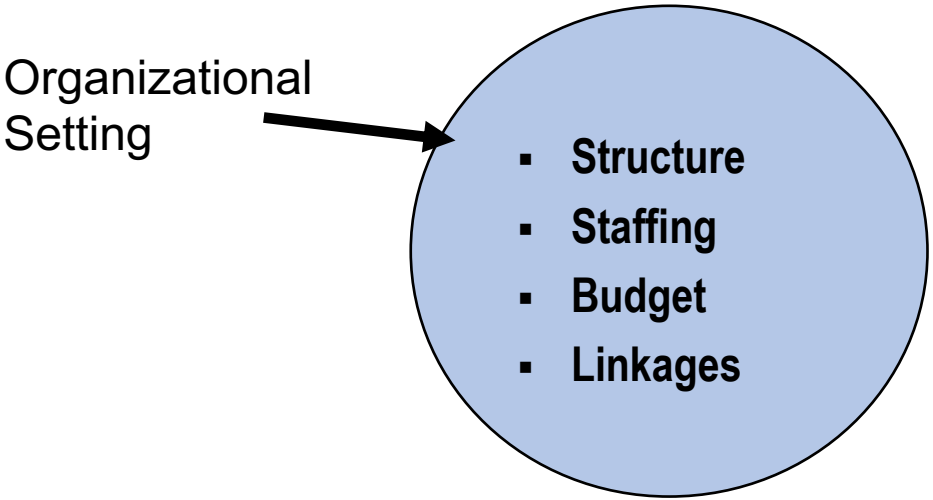
“The world is filled with relationships, and anything we do is going to impact parts of the system that we may never have even thought of.”

(Richard Heinberg)

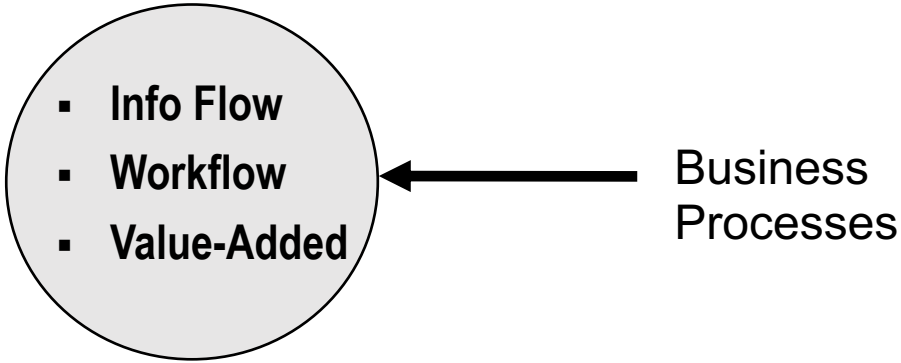
Real World Environment



Organizations & People

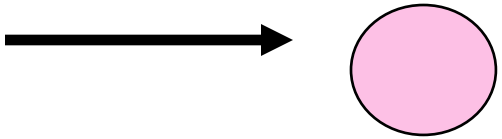


The Work



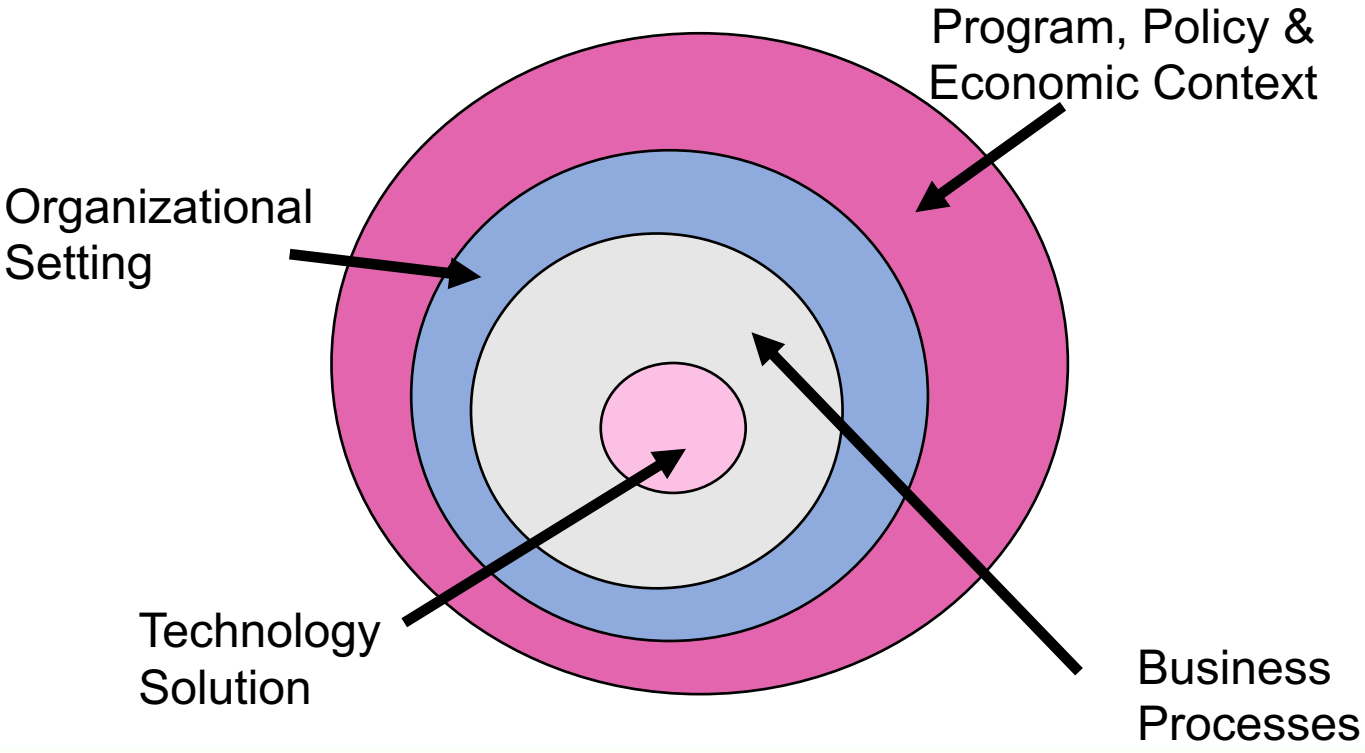
Technology Solutions & Tools

Technology Solution



- **hardware**
- **software**
- **platforms**
- **infrastructure**

Organizational Complexity

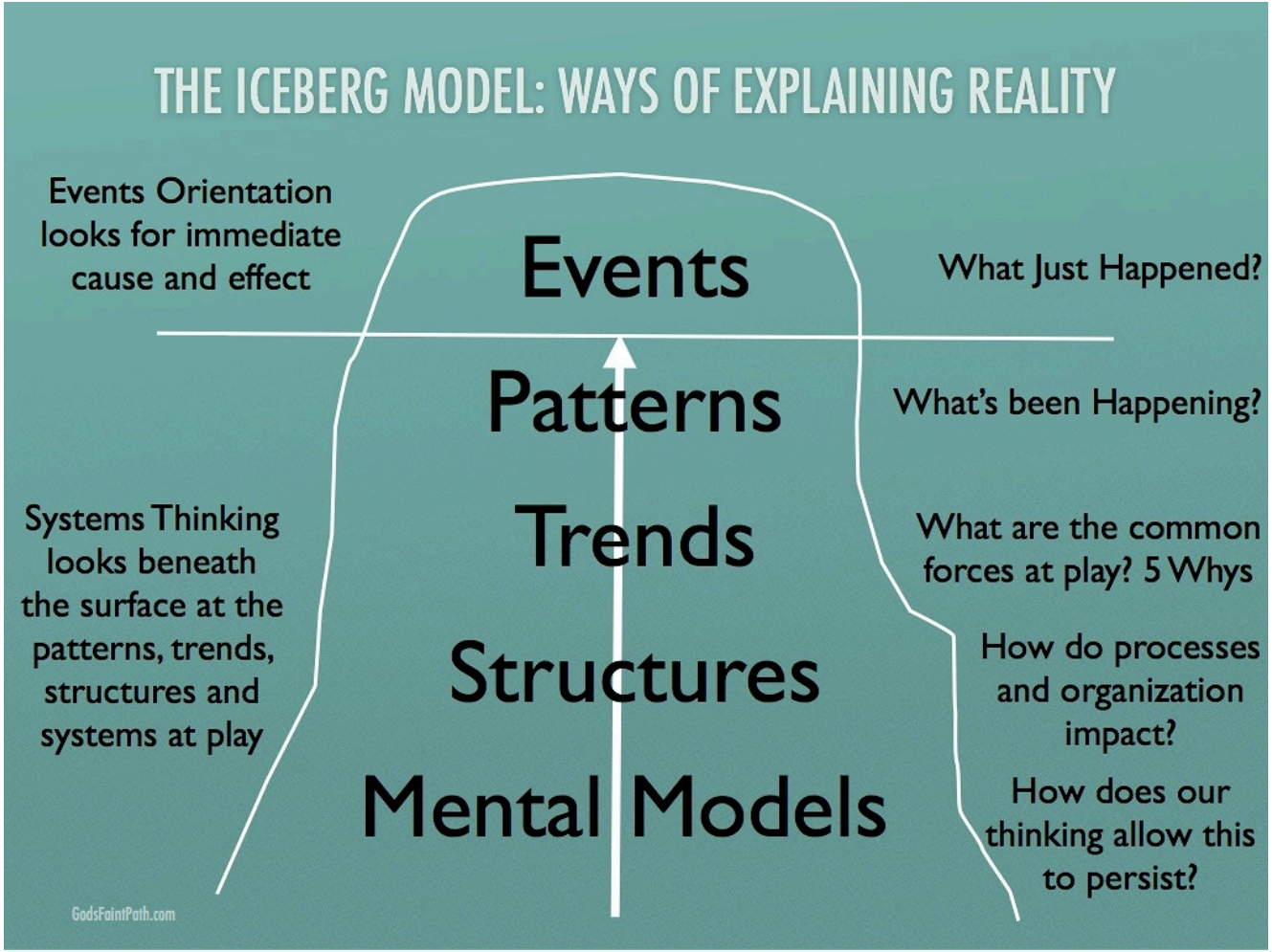


Basic Ideas

- Looking for circles of causality, not linear chains
- Understanding feedback, delay, and noise
- Looking for consistent patterns of change
- Paying attention to the big picture


The Wicked Problems of Government

United Nations



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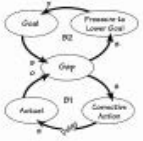
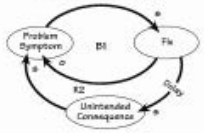
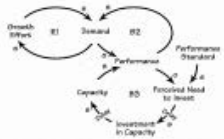
Spilled Oil

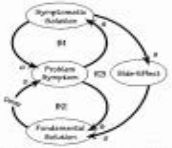
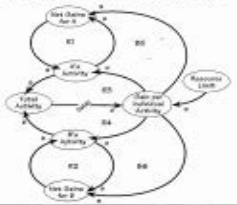
Recognizing Patterns System Archetypes

- Fixes that fail
- Limits to success
- Drifting Goals
- Escalation
- Growth and Underinvestment
- Shifting the burden/addition
- Success to the successful
- Tragedy of the commons

TOOLBOX

SYSTEMS ARCHETYPES AT A GLANCE

ARCHETYPE	DESCRIPTION	GUIDELINES
Drifting Goals 	In a "Drifting Goals" archetype, a gap between the goal and current reality can be resolved by taking corrective action (B1) or lowering the goal (B2). The critical difference is that lowering the goal immediately closes the gap, whereas corrective actions usually take time. (See *The Systems Thinker*, October 1990.)	• Drifting performance figures are usually indicators that the "Drifting Goals" archetype is at work and that real corrective actions are not being taken. • A critical aspect of avoiding a potential "Drifting Goals" scenario is to determine what drives the setting of the goals. • Goals located outside the system will be less susceptible to drifting goals pressures.
Escalation 	In the "Escalation" archetype, one party (A) takes actions that are perceived by the other as a threat. The other party (B) responds in a similar manner, increasing the threat to A and resulting in more threatening actions by A. The reinforcing loop is traced out by following the outline of the figure-8 produced by the two balancing loops. (See *The Systems Thinker*, November 1991.)	To break an escalation structure, ask the following questions: • What is the relative measure that pits one party against the other and can you change it? • What are the significant delays in the system that may distort the true nature of the threat? • What are the deep-rooted assumptions that lie beneath the actions taken in response to the threat?
Fixes That Fail 	In a "Fixes That Fail" situation, a problem symptom cries out for resolution. A solution is quickly implemented that alleviates the symptom (B1), but the unintended consequences of the "fix" exacerbate the problem (R2). Over time, the problem symptom returns to its previous level or becomes worse. (See *The Systems Thinker*, November 1990.)	• Breaking a "Fixes that Fail" cycle usually requires acknowledging that the fix is merely alleviating a symptom, and making a commitment to solve the real problem now. • A two-pronged attack of applying the fix and planning out the solution will help ensure that you don't get caught in a perpetual cycle of solving yesterdays "solutions."
Growth and Underinvestment 	In a "Growth and Underinvestment" archetype, growth approaches a limit that can be eliminated or pushed into the future if capacity investments are made. Instead, performance standards are lowered to justify underinvestment, leading to lower performance which further justifies underinvestment. (See *The Systems Thinker*, June/July 1992.)	• Dig into the assumptions which drive capacity investment decisions. If past performance dominates as a consideration, try to balance that perspective with a fresh look at demand and the factors that drive its growth. • If there is potential for growth, build capacity in anticipation of future demand.

ARCHETYPE	DESCRIPTION	GUIDELINES
Limits to Success 	In a "Limits of Success" scenario, continued efforts initially lead to improved performance. Over time, however, the system encounters a limit which causes the performance to slow down or even decline (B2), even as efforts continue to rise. (See *The Systems Thinker*, December 1990/January 1991.)	• The archetype is most helpful when it is used well in advance of any problems, to see how the cumulative effects of continued success might lead to future problems. • Use the archetype to explore questions such as What kinds of pressures are building up in the organization as a result of the growth? • Look for ways to relieve pressures or remove limits *before* an organizational gasket blows.
Shifting the Burden/Addiction 	In a "Shifting the Burden," a problem is "solved" by applying a symptomatic solution (B1), which diverts attention away from more fundamental solutions (B3). (See *The Systems Thinker*, September 1990.) In an "Addiction" structure, a "Shifting the Burden" degrades into an addictive pattern in which the side-effect gets so entrenched that it overwhelms the original problem symptom. (See *The Systems Thinker*, April 1992.)	• Problem symptoms are usually easier to recognize than the other elements of the structure. • If the side-effect has become the problem, you may be dealing with an "Addiction" structure. • Whether a solution is "symptomatic" or "fundamental" often depends on one's perspective. Explore the problem from a differing perspective in order to come to a more comprehensive understanding of what the fundamental solution may be.
Success to the Successful 	In a "Success to the Successful" archetype, if one person or group (A) is given more resources, it has a higher likelihood of succeeding than B (assuming they are equally capable). The initial success justifies devoting more resources to A, and B's success diminishes, further justifying more resource allocations to A (R2). (See *The Systems Thinker*, March 1992.)	• Look for reasons why the system was set up to create just one "winner." • Chop off one half of the archetype by focusing efforts and resources on one group, rather than creating a "winner-take-all" competition. • Find ways to make teams collaborators rather than competitors. • Identify goals or objectives that define success at a level higher than the individual players A and B.
Tragedy of the Commons 	In a "Tragedy of the Commons" structure, each person pursues actions which are individually beneficial (R1 and R2). If the amount of activity grows too large for the system to support, however, the "commons" becomes experiences diminishing benefits (B5 and B6). (See *The Systems Thinker*, August 1991.)	• Effective solutions for "Tragedy of the Commons" scenario never lie at the individual level. • Ask questions such as: "What are the incentives for individuals to persist in their actions?" "Can the long-term collective loss be made more real and immediate to the individual actors?" • Find ways to reconcile short-term cumulative consequences. A governing body that is chartered with the sustainability of the resources limit can help.

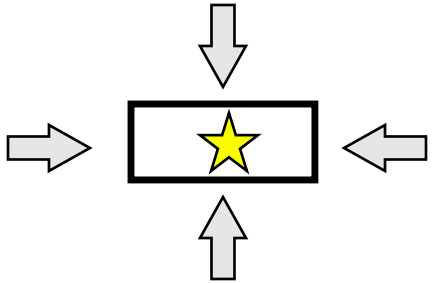
Stakeholder Analysis

Stakeholder Analysis

- What is it?
- What is it good for?
- Some Limitations
- How to get started

Stakeholder Analysis: What is it?

- A structured analysis of the main logic of a program or systems initiative
- Objects of analysis include
  - Customers
  - Resource suppliers
  - Expected results
  - Possible tools



- A programmatic assessment
- A business case

Stakeholder Analysis: What is it good for?

- Understanding the external environment of an agency or program
- Discriminating among stakeholder groups
- Specifying the possible results of an innovation
- Matching stakeholders with results
- Estimating impacts on stakeholders
- Making a rough assessment of data availability and data needed for a more complete evaluation
- Choosing a “good” problem

Stakeholder Analysis: Are there Limitations?

- Makes assumptions about causal relationships and processes
- Mixes qualitative and quantitative impacts
- Does not gather or generate enough hard data to draw solid conclusions

Strategic Framework

Strategic Thinking

"A strategic orientation, whether in government or business has five distinguishing features:

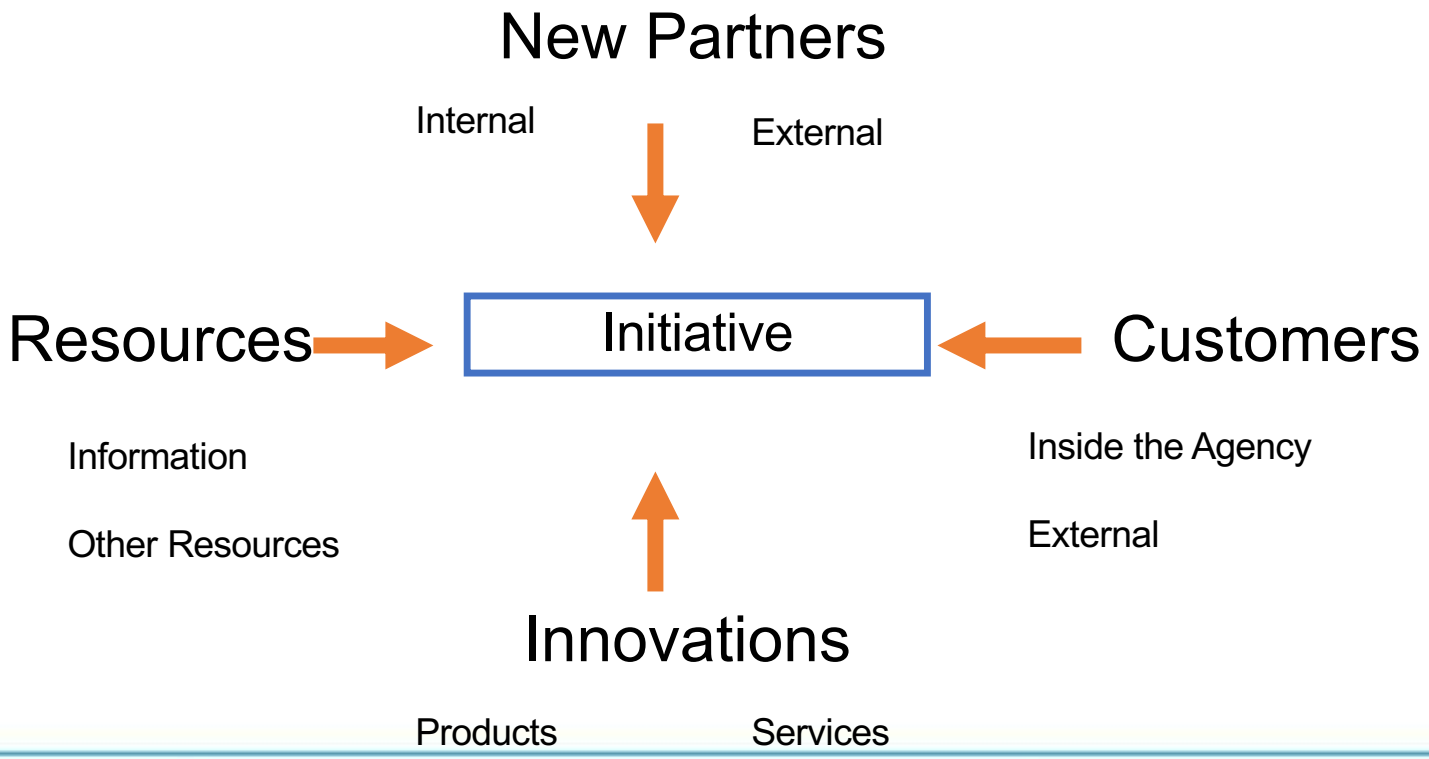
- Concerned with mission-critical activities
- Time dimension is long-range
- Looks outward, beyond organizational boundaries
- Seeks maximum ROI
- Places high value on technological, human and information resources"

(Anderson, Belardo & Dawes, 1994)

Strategic Framework: What is it?

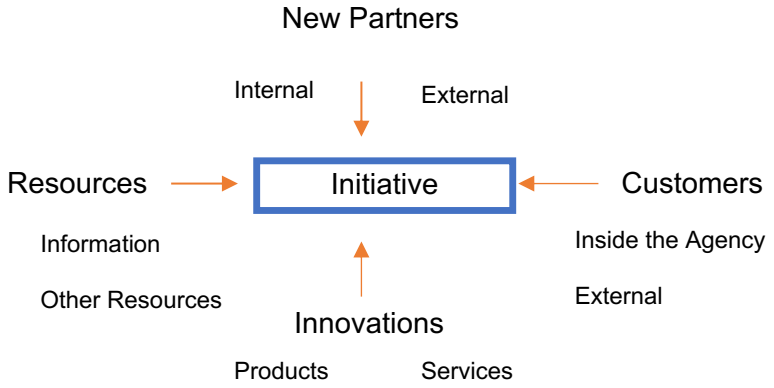
An analysis of the internal and external factors that a public organization must consider to achieve a program or service objective.

Strategic Framework



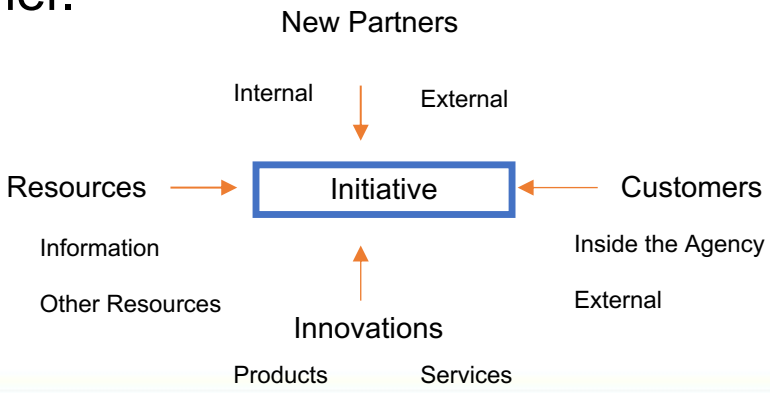
Customers

A person or organization who makes use of the service you intend to provide.



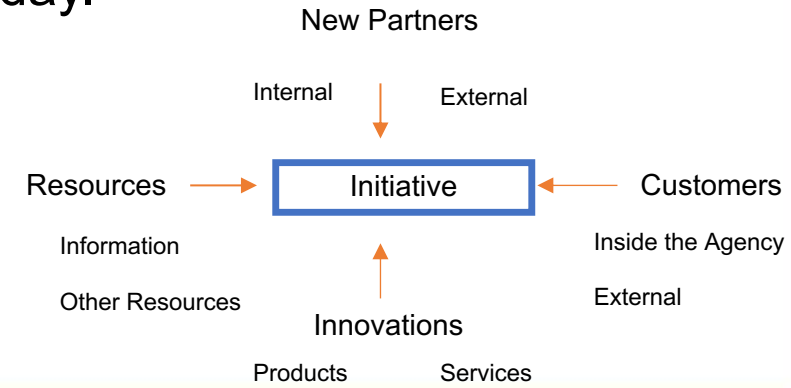
Partners

A partner is a willing participant in a joint enterprise who **invests** staff time, equipment, money, or credibility in the creation and operation of the service. Partners **share** costs, risks, and benefits and engage in active, trustful working relationships with one another.



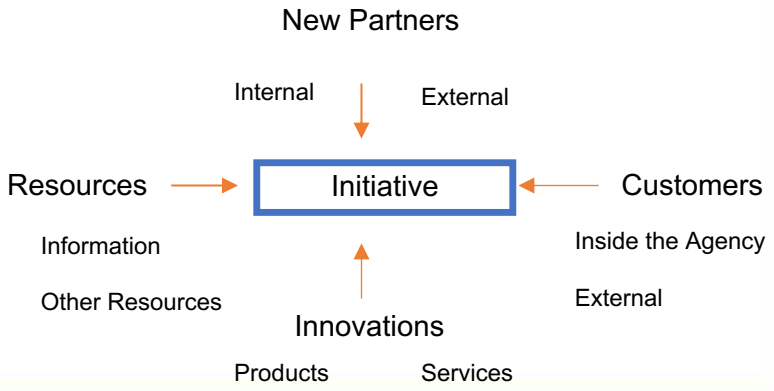
Innovation

Products and services that could be used to design, develop, or deliver a new service or to **offer an existing service in a new way**. In the example, the World Wide Web is an innovation that allows customers to be able to link to data sources 24 hours a day.



Resource

Something of value that is necessary to the success of the service. When using the Strategic Framework, it is usually useful to specify what resource (s) are associated with an organization, rather than just the organization's name.



Strategic Framework: What is it good for?

- Identifying potential partners to help achieve those objectives
- Identifying information and other resources that will be needed
- Identifying innovative products and services that might be relevant
- Getting more specific about the customers of the service

Strategic Framework: Are there Limitations?

- Focuses on “enablers” but identify barriers
- Lacks the detail need to craft a project plan or design a system

2.4.1 Contextual Awareness

Small Group Activity

- Group Formation
  - We will form 3 groups
  - Count off by 6s
    - All #1s & #2s are Group 1
    - All #3s & #4s are Group 2
    - All #5s & #6s are Group 3
  - Move to your small Group location.
- Group Assignment
  - Each group will be assigned 2 dimensions
  - There three Exercise Instruction Sheets for this section. Each exercise builds on the next so please do them in order.
    - Exercise Instruction Sheet 2.4.1.a
    - Exercise Instruction Sheet 2.4.1.b.
    - Exercise Instruction Sheet 2.4.1.c.
- Group Process
  - Refer to the first Exercise Sheet 2.4.1.a.

Introduction to Action Planning Part 1

Action Planning

- What is it?
- Why do you do it?
- What makes up a good action plan?
- How do you know you are done planning?
- What are the tools and techniques you use to create a successful action plan?

An Action Plan

- An Action Plan or Action Programme is a detailed plan with specified actions that are needed to achieve a goal.
- An Action Plan can also consist of a series of steps that must be taken to successfully complete a certain strategy.

https://www.toolshero.com/personal-development/action-plan/

Why do Action Planning?

*"**Without** goals, and **plans** to reach them, you are like a ship that has set sail **with no** destination." –Fitzhugh Dodson*

Action plans answer questions

- **What** actions or changes will occur?
- **Who** will carry out these changes?
- **When** will they take place, and for how long?
- What **resources** (i.e., money, staff) are needed to carry out these changes?
- Who should we **communicate** with and **how often?**
- What does **success** look like?

Components of an Action Plan

- **Action Step**
  - Each goal or objective needs a series of action steps that provide a clear detail of what needs to happen in order to achieve this goal.
- **Responsibility**
  - Whose job is it to perform this task? Who is responsible for leading this action step. This person would report up to the 'owner' of the plan. Also it is important to identify who will also be needed to help support this person or team.
- **Resources**
  - What resources do you need in order to complete this task? Both financial as well as non-financial resources.

Components of an Action Plan

- **Informed**
  - This is part of the communication plan for this initiative. Who needs to be kept informed and how frequently? What is the cadence of the communication?
- **Key Performance Indicators (KPIs)**
  - How will you measure your success? How will you know you are done? A KPI is a measurable value that demonstrates how effectively you have achieved your goal.

Components of an Action Plan

- **Timeframe**
  - What are the key milestones and what is the target end date?
- **Ownership**
  - This is different than ‘Responsible” for the task. The owner of the action plan or task is the person who will be responsible and accountable for ensuring timely completion of the action. They are also the person responsible for corrective action if the project or task goes off track.

Tools and Techniques

- Strategic Framework
- Stakeholder Analysis
- Brainstorming
- Work Breakdown Structure

Action Planning Table

Action Step	By Whom	By When	Resources and Support Available Needed	Potential Barriers or Resistance	Communication Plan By Whom Target Audience	Key Performance Indicators (KPIs)
What needs to be done?	Who will be responsible for this step?	What date will the action be completed?	Resources Needed (Financial, Human Resources, Political, other?)	What individuals and organizations might resist? How?	What individuals and organizations should be informed? Who is responsible?	

What makes a good action plan?

- A good action plan is a living document that gets reviewed and updated on an ongoing basis to reflect the environment
- A good action plan has a Communication Plan that is reviewed and updated on an ongoing basis to ensure that all stakeholders are informed

Realizing Digital Government Transformation

- Digital government transformation can be realized through 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

Today's Key Concepts

- To achieve the SDGs public sector capacity must be bolstered at the national and local levels
- Innovation and digital transformation require fundamental changes in the mindsets of public servants and in how public institutions operate and collaborate
- Capability to innovate is context specific, but innovators can be guided by sets of recognized principles and best practice strategies
- Situational analysis is key to understanding capability in context.
    - Systems thinking, stakeholder analysis, and strategic framework are tools to support scenario development and testing as part of action planning
- The process of action planning for innovation and digital government for public service delivery is key to ensuring that the resulting plan is focused on priorities, advanced the government toward the SDGs, and is actionable and measurable

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Workshop at a Glance

Innovation and Digital Government for Public Service Delivery

	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 an 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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Thank You!