



**United Nations**

Department of  
Economic and  
Social Affairs

# Innovation and Digital Government for Public Service Delivery

*Day 3*

*Mapping the Institutional Environment*



# Workshop at a Glance

**Morning Session**
**0900 – 1200**

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

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: UNICEF'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



*Innovation and Digital Government for Public Service Delivery*

**Today's Agenda**

	Day 3 Mapping the Institutional Environment
<b>Morning Session</b>	Module 3.1. Welcome and Introduction to Day 2
<b>0900-1200</b>	Module 3.2. Implications for the Realization of the NDP
	Module 3.3. Public Value Framework Part 1
<b>Lunch Break</b>	
<b>Afternoon Session</b>	Module 3.3. Public Value Framework Part 2
	Module 3.4. Enabling Change: Innovation Labs and Design Thinking
<b>1300-1700</b>	Module 3.5. Case Study: UNICEF's Kosovo Innovation Lab
	Module 3.6. Wrap-Up
	Adjourn



# Key Concepts from Day 2

- 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



## 3.2. Implications on the NDP

### Group Formation

- Same groups as yesterday.
- Same two Dimensions as yesterday
- Group Assignment
  - Refer to Exercise Instruction Sheet 3.2.
- Group Process
  - Refer to Exercise Instruction Sheet 3.2.



# Plenary Discussion

Implications of the DTCA Results to the NDP



# Public Value Framework

A Framework for Project Planning and Analysis



# What is Public Value?

Public Value is defined as “The value created by government through services, laws, regulation and other actions.”

Mark Moore, Harvard Kennedy School, 1995





# Public Value

- Focuses attention on the collective and societal interests that are served by particular institutional arrangements and actions of government
- A public value framework can help to determine the value of government activities and do so from multiple stakeholder perspectives, not just a generalized, and thus ambiguous, citizen viewpoint



# Government: Many Things to Many People





# Value Based on Interests

- **Personal**
  - What's good for me?
- **Group**
  - What's good for those who share my interests?
- **Organizational/institutional**
  - What's good for my town? State? Organization?  
Employer? Church?
- **Societal**
  - What's good for all of us?



# Problem of Value Based on Interests

- Multiple value propositions
  - Personal, social group, organizational/institutional, societal
- No or limited consensus on measures or measurability
- How to combine into a public value proposition—the public return on investment?



## Need for a New Framework

- For a way to recognize many, often competing notions of value
- For links to an expanded investment rationale for government
- To incorporate understanding about stakeholder interests with value creating mechanisms
- Provide a more comprehensive model and results, beyond financial and economic models



# Core Public Value Concepts

## Two kinds of public value

- Value that results from delivering specific benefits directly to persons or groups.
- Value to the public that results from improving the government as a public asset.



# The Public Point of View

Assessing public returns should reveal  
value in terms of **stakeholder interests**



**Economic Value**

income, asset values, liabilities, entitlements, risks to these

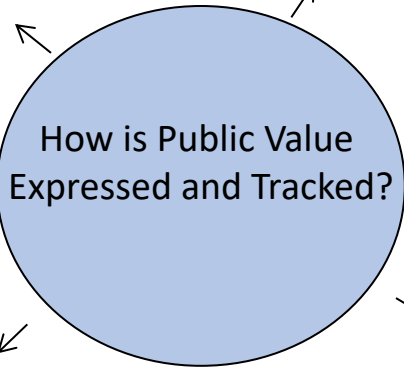
**Social Value**

family or community relationships, social mobility, status, identity



**Political Value**

personal or corporate influence on government & politics



**Quality of Life**

Security, health, recreation, personal liberty

**Ideological Value**

alignment of beliefs, moral or ethical values with government actions or outcomes

**Strategic Value**

economic or political advantage or opportunities, goals, resources for innovation or planning

**Stewardship Value**

public's view of government officials as faithful stewards







# What are social & political returns?

- Political returns
  - impacts in the system of governing and policy decision making.
- Social returns
  - impacts in the quality of life in households and communities.

The two are related but need different analysis and assessment methods.

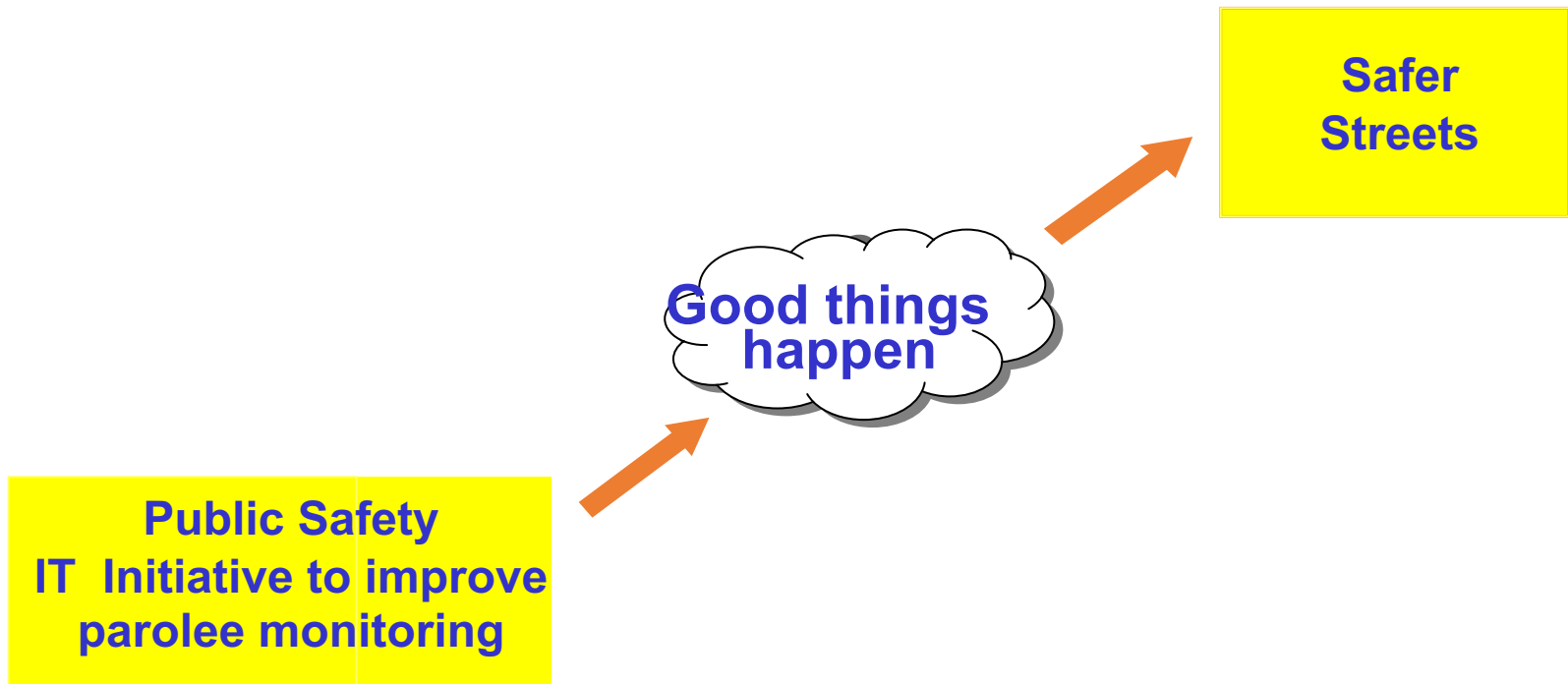


# What are the Value Generators?

- Increases in efficiency
- Increases in effectiveness
- Enablement
- Intrinsic enhancements



# Connecting Public Value to Government Action





# Traditional ROI v Public Value

- Traditional Government ROI measures:

- Cost savings
- Budget increases
- Productivity gains
- Service quality
- Cost-effectiveness
- Strategic position

- Public Value Measures

- Value

- Financial Value
- Political Value
- Strategic Value
- Social Value
- Quality of Life Value
- Ideological Value
- Stewardship Value

- Impact

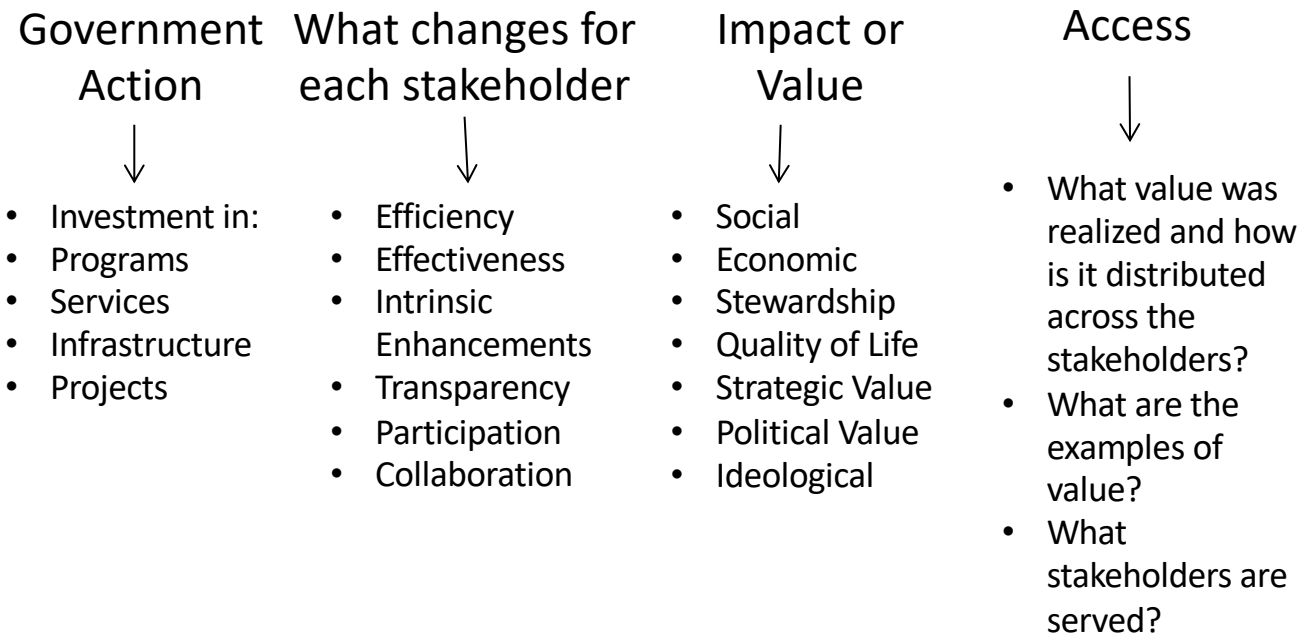
- Efficiency, Effectiveness, Intrinsic Enhancement, ...



# Components of Public Value Analysis

- Expanded value proposition
- Analysis of value types
- Analysis of value generators
- Application framework and methods
- Apply results to planning and decision making

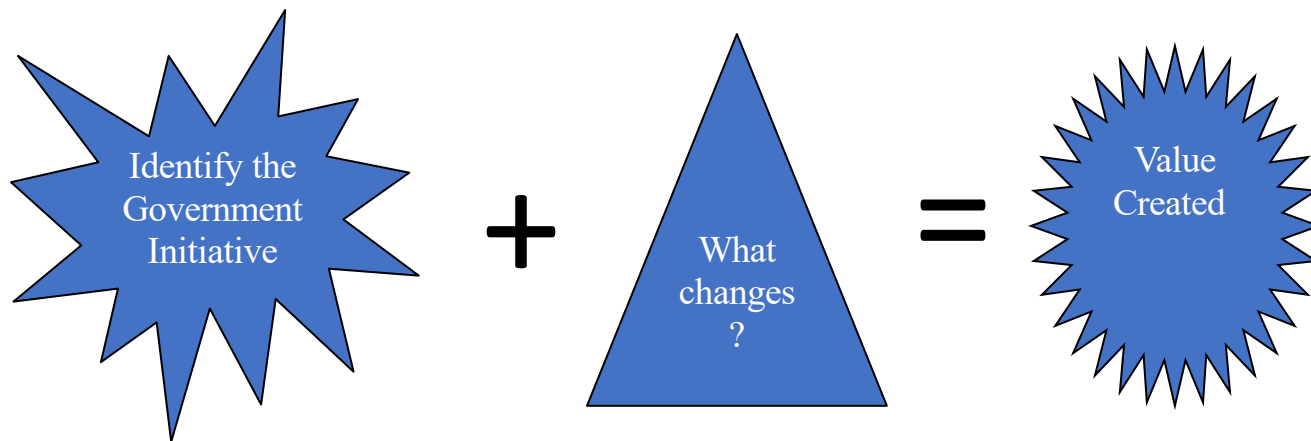
# CTG's Public Value Logic Model





# Performing a Public Value Analysis

- Describe the proposed initiatives and goals
- Identify, discuss and prioritize stakeholder groups
- Identify and discuss public value for each stakeholder
- Identify and discuss the generated value
- Summary of assessments







# Step 1. Describe an Initiative

This step asks you to produce a description of the initiative in terms of these three elements.

1. Goals and Intent
2. Mission related? How?
3. Tactics/methods



## Step 2. Identify Stakeholder Groups

This step asks you to produce a prioritized list of internal and external stakeholders who are primarily impacted by the proposed government initiative.

Table 1 Stakeholder Interests	
Stakeholders	Interests



## Step 3. Identify the Public Value by Stakeholder

This step asks you to identify the public value you perceive the government initiative will have for each stakeholder

<b>Stakeholder</b>	<b>Interests</b>	<b>Priority</b>	<b>Public value type</b> (Financial, political, social, strategic, quality of life, ideological, stewardship)	



**Economic Value**  
income, asset values,  
liabilities,  
entitlements, risks to  
these

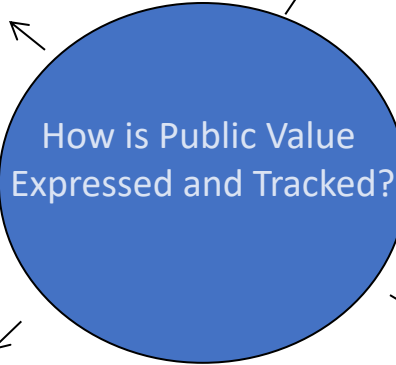
**Social Value**  
family or community  
relationships, social  
mobility, status, identity



**Political Value**  
personal or  
corporate influence  
on government &  
politics



**Strategic Value**  
economic or political  
advantage or  
opportunities, goals,  
resources for  
innovation or planning



**Quality of Life**  
Security, health,  
recreation, personal  
liberty

**Ideological Value**  
alignment of  
beliefs, moral or  
ethical values with  
government actions  
or outcomes

**Stewardship Value**  
public's view of  
government officials  
as faithful stewards





# Step 4. Identify Generated Value by Stakeholder

This step asks you to describe how this government initiative will generate value for stakeholders through impacts on efficiency and effectiveness, creating intrinsic enhancement, and enhancing transparency, participation, and collaboration

<b>Stakeholder</b>	<b>Interests</b>	<b>Priority</b>	<b>Public value type</b> (Financial, political, social, strategic, quality of life, ideological, stewardship)	<b>Describe the Change</b> (Efficiency, effectiveness, intrinsic enhancements, transparency, participation and collaboration )

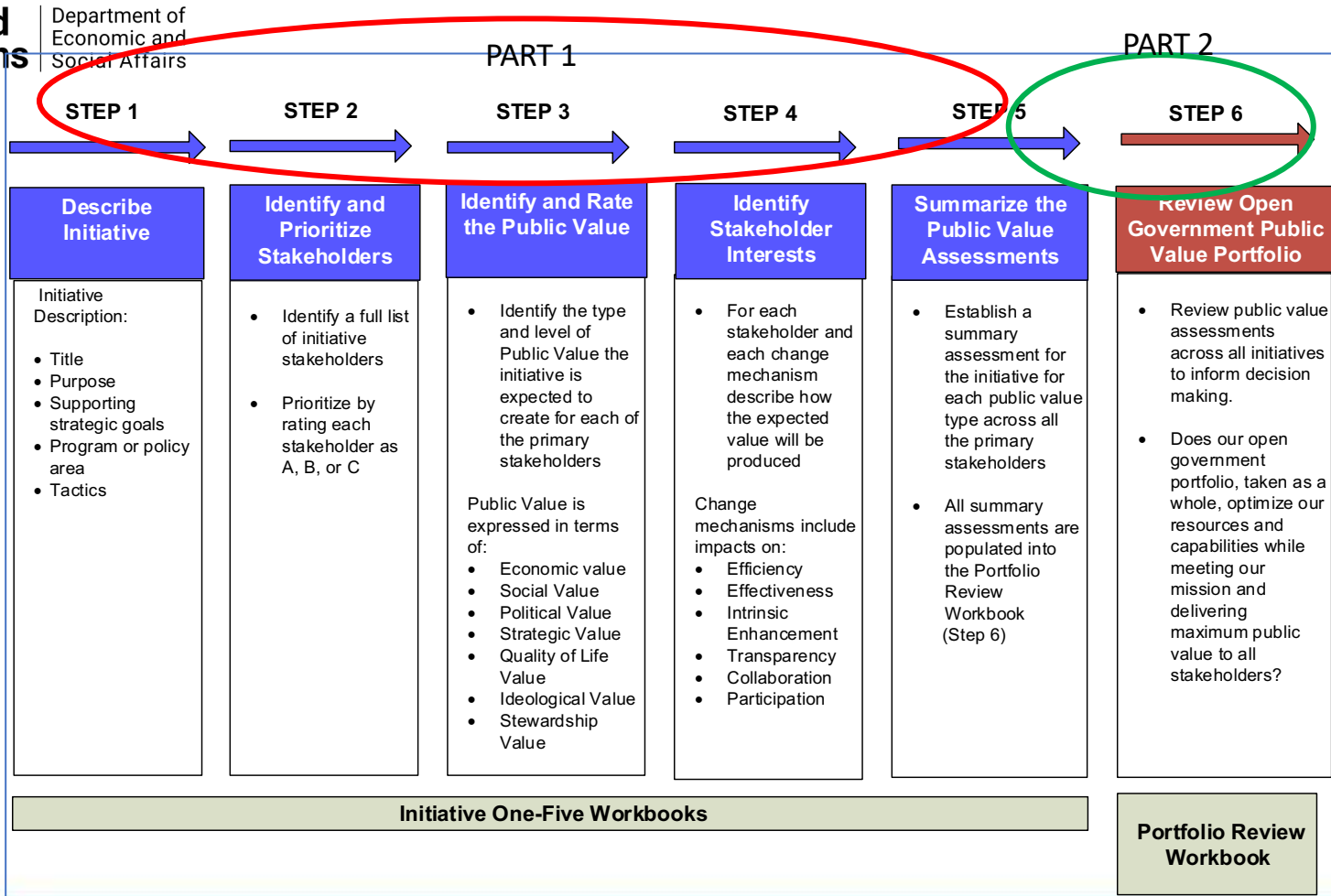


- **Efficiency** are shown in the increase or decrease of outputs or goal attainment with the same resources, or obtaining the same outputs or goals with lower resource consumption
- **Effectiveness** are shown in the quality and/or quantity of program results or other outputs of government performance
- **Intrinsic enhancements** are shown by changes in the environment or circumstances of a stakeholder that **are** valued for their own sake.
- **Transparency** are shown by access to information about the actions of government officials or operation of government programs that enhances accountability or citizen influence on government.
- **Participation** are shown by frequency and intensity of direct citizens involvement in decision making about or operation of government programs or in selection of or actions of officials.
- **Collaboration** are shown by frequency or duration of activities in which more than one set of stakeholders share responsibility or authority for decisions about operation, policies, or actions of government.



# A Portfolio View: Questions of Interest

- *By stakeholder group*
  - Who is impacted by these initiatives? How are impacts distributed?
  - Are we serving our most important constituencies? The right mix of stakeholders?
- *By public value type*
  - Does our portfolio include all public value types desired? At the right levels?
  - Are we satisfied with the balance of value in the portfolio? What's missing?
- *By agency mission, goals, and capabilities*
  - Does our portfolio meet our agency's strategic interests and mission?
  - Are we maximizing our current capabilities and tactics?
  - Is the value created aligned with our agency's mission?
  - Does the portfolio balance attention across stakeholders and interests?
  - Is there a balance in types and number of initiatives within programs across the agency?







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# Innovation and Digital Government for Public Service Delivery

## Lunch Break





### 3.3.1. Public Value Framework

- Group Formation
  - Same Groups and two Dimensions as the morning session
- Group Assignment
  - Use the results from the Day 2 Stakeholder Analysis Exercise (Exercise 2.4.1.b.)
  - Refer to the Exercise Instruction Sheets for next steps
- Group Process
  - Refer to the Exercise Instruction Sheets for next steps



# Plenary Discussion

## Public Value Framework



# Enabling Change: Design Thinking and Innovation Labs



# Social Challenges

“Governments around the world are grappling with a set of social challenges that are acting as a brake on sustainable economic growth, leading to inequality and instability in society and impinging upon the general well-being of their populations.”

Source: Social Innovation for Public Service Excellence  
Global Centre for Public Service Excellence, UNDP



# Wicked Public Problems

- Complex and embedded in cultural context(s)
- Organic, not divisible into manageable parts
- Information-intensive, process-intensive
- Cut across domains of knowledge and action
- Demand innovation, experimentation, learning and adjustment
- Require multi-faceted understanding as a prerequisite to action

Source: Rittel and Webber, *Policy Sciences*, 1973



# Poverty as a Wicked Problem

- The United Nations Development Program identifies poverty with the lack of opportunities and choices most basic to human development will lead to a healthy and creative life where people can enjoy a decent standard of living, freedom, dignity, respect, and self-respect
  - Source: UNDP, 1997.



# Poverty and Small-Scale Fishing

- The complexity of the poverty problem is evident in certain societies, such as small-scale fishing communities, which utilize marine or freshwater natural resources of high value that generate incomes above the poverty line (1.25 US\$ per day) and provide employment and food to the people in these communities
  - Source: Report of the FAO/World Fish Center Workshop on interdisciplinary approaches to the assessment of small-scale fishing. FAO Fisheries Report No. 787
- Yet, these people remain among the poorest and most vulnerable sections of the population.





# Why do these people remain poor?

- Why are people poor in a situation when they have natural resources that can potentially provide a decent standard of living?
- If incomes alone cannot be used to understand poverty among small-scale fishers then poverty must be analyzed from a different angle.
- The problem, therefore, is to understand the reasons behind this reality and what poverty means in such communities.
  - Source: Onyango, 2009



# Wicked Problems in Australia

- *Climate change*
    - a pressing and highly complex policy issue involving multiple causal factors and high levels of disagreement about the nature of the problem and the best way to tackle it.
  - *Obesity*
    - a complex and serious health problem with multiple factors contributing to its rapid growth over recent decades.
  - *Indigenous disadvantage*
    - an ongoing, seemingly intractable issue but it is clear that the motivation and behavior of individuals and communities lies at the heart of successful approaches. .
  - *Land degradation*
    - a serious national problem.
- Source: Australian Public Service Commissioner



# Social Innovation

- Provides a way to respond to new social challenges and wicked problems
- New ideas working to meet social goals
- A *Social Innovation* approach puts capacity to harness innovation at the core of public service
- Requires governments to work across silos to address complex problems.

Source: Design Thinking for Public Service Excellence, Global Centre for Public Service Excellence, UNDP



# Social Innovation

- Combines:
  - multiple disciplines, types of actors and sectors
  - design thinking, systems thinking and entrepreneurial action
- Requires:
  - governments to move beyond support of individual social innovation projects and create a social innovation infrastructure



# Two Elements of a Social Innovation Infrastructure

- Design Thinking
- Innovation Labs
  - Also known as Design Labs, Living Labs, I-Labs, Maker Spaces, among other labels
  - Serve as innovation intermediaries
    - Innovation intermediaries are external organizations and individuals that support their organizations in their innovative activities



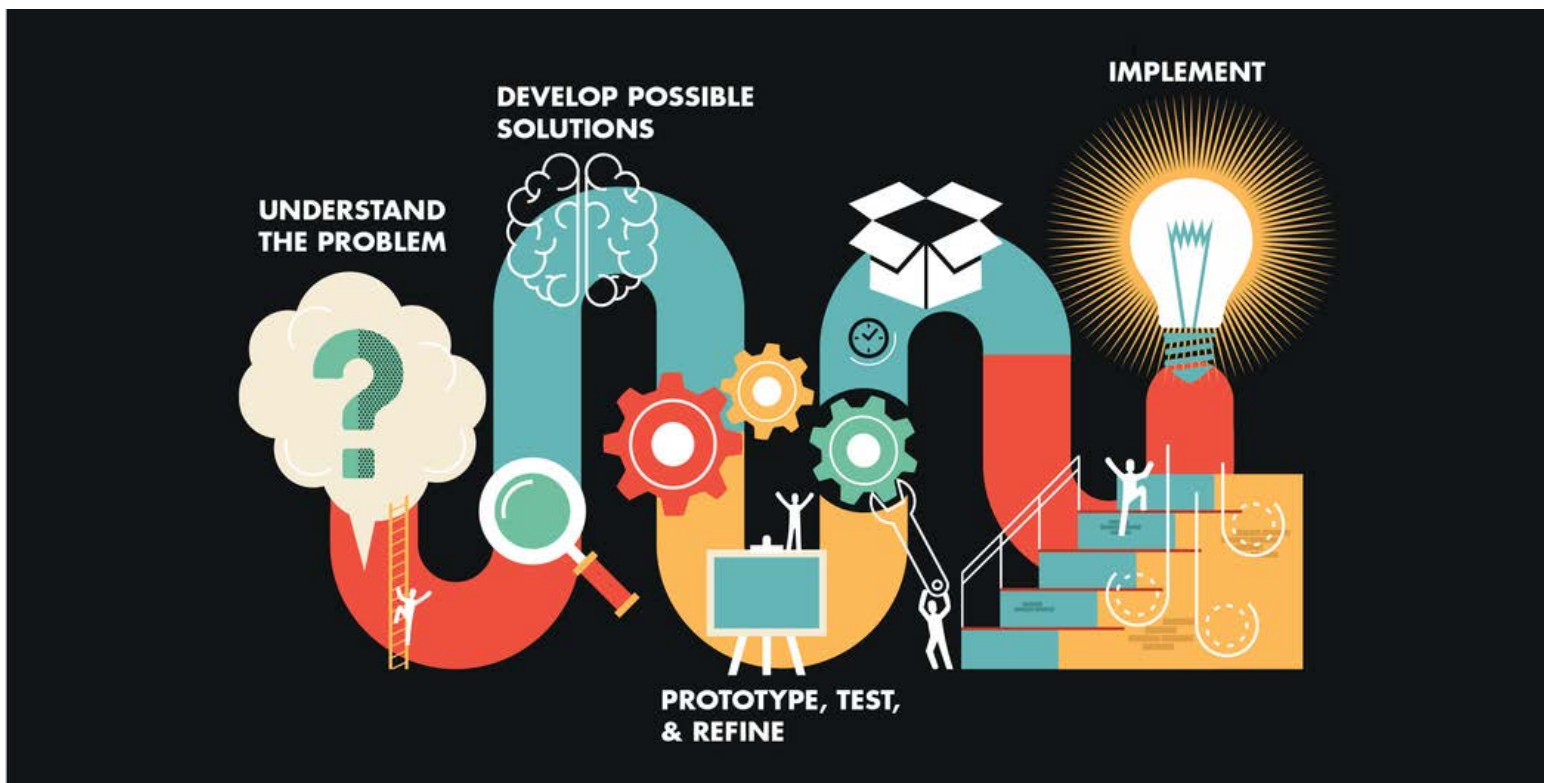
# Design Thinking (DT)

- DT puts end-users' needs at the center of service design – Human-Centered Design
- Solutions are progressively refined through a process that engages end-users in shaping decisions



# DT Steps – Deceptively Simple

1. Fully understand the problem;
2. Explore a wide range of possible solutions; third, iterate extensively through prototyping and testing; and
3. Implement through the customary deployment mechanisms.







## DT - Focus on Users

“Social challenges require solutions grounded in customer needs.”

Tim Brown and Jocelyn Wyatt



## DT - Focus on the Problem

“Most people don’t make much of an effort to explore the problem space before exploring the solution space,”

MIT Sloan Professor Steve Eppinger



## DT - Focus on the Problem

“If I’d asked people what they wanted, they’d have said, ‘a faster horse’.”

Henry Ford



# Design Thinking in Public Service

- Madagascar's National Community Nutrition Program
  - "The country's government and the World Bank team leveraged human centered design (HCD) to improve programs designed to reduce chronic childhood malnutrition, which is staggeringly high in the country.
- One of the powerful insights that came out of the HCD work
  - A lack of awareness among mothers as to what constitutes nutritious food and how to prepare it, and that this was a much more significant barrier to overcoming malnutrition than the financial barrier.
- In response
  - The team designed, among other interventions, an awareness campaign and cooking demonstrations focused on preparing nutrient-rich food.
- The World Bank team observed "that HCD allowed them to 'design interventions better suited to beneficiary desires and behavioral tendencies with quick, cheap generation and testing of new approaches to influence people to adopt new behaviors'."
- Source: <https://www.innovations.harvard.edu/blog/design-thinking-better-government-services-human-centered>



# Design Thinking in Practice

- UNICEF (the United Nations International Children’s Emergency Fund)
  - Leaders are coupling it with traditional policy analysis methods to create new approaches to advocacy planning.
- Singapore
  - Employed as a national policy to drive growth and innovation. Design thinking considered by the Prime Minister as fundamental to the “reimagining of Singapore.”
- New Zealand
  - A critical element in New Zealand’s initiative to “make smart choices easier” for citizens and is being utilized to manage highly complex transportation infrastructure investments like high-speed rail in the United Kingdom.
- The United States
  - Food & Drug Administration to help manufacturers and government regulators in Washington find common ground on medical device standards;
  - At U.S. airport checkpoints, combined with Agile Software Development processes, to help the Transportation Security Administration (TSA) calm traveler anxiety



# Biggest Impediment to DT

- Fear of Failure
- Failure to adopt a culture where there is nothing wrong with experimentation or failure
- Failure to adopt an entrepreneurial culture that rewards the new paradigm



# DT Processes – When done right...

- Counteract human biases that thwart creativity while addressing the challenges typically faced in reaching superior solutions, lowered costs and risks, and employee buy-in
- Recognize organizations as collections of human beings who are motivated by varying perspectives and emotions, design thinking emphasizes engagement, dialogue, and learning
- Involve customers and other stakeholders in the definition of the problem and the development of solutions, design thinking garners a broad commitment to change.
- Provides structure to innovation processes
- Help innovators collaborate and agree on what is essential to the outcome at every phase.



# Innovation Labs

- Key to a social innovation infrastructure
- Draw on external ideas as resources for innovation
- Serve as innovation intermediaries that convene users and other stakeholders in the processes of DT
- Provide collaborative platforms for research, development and experimentation in real-life contexts, based on specific methods (DT, Systems Thinking) and tools (situational analysis, brainstorming, prototyping and experimentation).





# Innovation Labs

*Living Labs = innovation networks based on the philosophy of open innovation where users become equivalent to other participants*

*Source: <https://blog.hypeinnovation.com/living-labs-and-open-innovation>*



# Innovation Labs

- Can find them in public sector, non-profit academic and private sector organizations
- Some stand alone as non-profit organizations working closely with other sectors
- Some are networks of organizations and individuals working together on social innovation challenges
- Some are more technical in nature , some more social



# Research on Innovation Labs

- Strengths
  - Organizations and individuals meet to exchange ideas and knowledge and to participate in DT processes
    - Convening requires less infrastructure
- Weaknesses
  - Prototyping and experimentation capabilities are still underdeveloped
    - Prototyping and experimentation requires more infrastructure



# Innovation Labs

- LAHORE, PAKISTAN: CIVIC INNOVATION LAB
  - A civic innovation lab of mostly volunteers who work in collaboration with government, non-profits and media.
  - Work with technology, data, policy and design projects to strengthen their communities.
  - Some of their projects are:
    - Fuel Locator, an app to help people find fuel available in times of shortage
    - Social Story Telling App, an app to empower citizens to be heard—people can share their stories with the world and even find solutions together.



# Innovation Labs

- CHILE: LABORATORIO DE GOBIERNO
  - Part of the Government of Chile, the Laboratorio de Gobierno is a civic innovation lab, which serves to build new relations between the government and citizens.
  - They develop, facilitate and promote innovation processes in public services with an emphasis in citizens.
- MEXICO CITY: LAB FOR THE CITY
  - The Lab for the City is a hybrid (governmental and civic) innovation lab which facilitates collaboration and dialogue between citizens and government.
  - They promote creativity and innovation in and out of government and are constantly prototyping and testing practices and ideas to adapt them to the needs of the city.

▶ Global Policy Centre on Resilient Ecosystems and Desertification

▼ **Global Centre for Public Service Excellence 2013-2018**

About the Centre

Evidence Hub

Convening Hub

Public Service Innovation Lab

## Public Service Innovation Lab

Governments around the world are looking for innovative solutions that enhance the design and delivery of public services. They are reaching out to the private sector and citizens, to become partners in solving key social challenges.

Recognising this new push for co-design and co-production the UNDP Global Centre for Public Service Excellence partnered with Social Innovation Camp Asia to explore social innovation as an approach for improving the reach, access and quality of public services. These could be in the form of a mobile phone application, a social enterprise or a platform for co-creation of public policy. Innovations could address demand side issues (tools for citizens), support the supply side (tools for public servants) or even bridge the gap between the two and allow each to leverage their full potential.



Presentation of Team Guardian Angel at the Kuala Lumpur SIC

From September to November 2013, a series of social innovation camps was held across Southeast Asia – in Bangkok, Cebu, Hong Kong, Jakarta, Kuala Lumpur, Manila, Seoul, and Singapore. These camps provided a stage for various stakeholders, designers, programmers and citizens at large to re:think and re:create public services and create prototypes for innovative solutions.

The series culminated in a Regional Summit (Singapore, Nov 29 – Dec 1) where more than 50 participants from 13 teams met to exchange ideas and receive mentoring support. In the closing ceremony mentors and potential sponsors/ investors saw their pitches and provided their feedback. This video gives you a glimpse into what happened at the Regional Summit.

*The 2013 Public Service Innovation Lab was an effort of the UNDP Global Centre for Public Excellence (GCPSE) to bring social innovation and design-thinking to the attention of policy and decision makers engaged in public service reform.*

*The Social Innovation Camp series was followed by an international Consultation on*



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AfriLabs has added  
**27 new members**  
to her network.

225 member hubs  
in 47 countries



# AfriLabs

- A network organization of 225 innovation centers across 47 African countries.
  - We support hubs to raise successful entrepreneurs that will create jobs and develop innovative solutions to African problems.
- Objectives:
  - To encourage technology, innovation and entrepreneurship in all forms
  - To promote the creation of African made technology with a special focus on the social, economic and environmental sectors
  - To provide an environment characterized by open collaboration, technical innovation and support for the technological community at large
  - Commitment to capacity building, mentorship, networking and forming bonds that will serve as building blocks for the next generation of thinking



Guiding Principles

Team

iLabs

Openings

FAQ

## About Us



CAPACITY BUILDING  
COLLABORATION TECH  
RESEARCH & EVALUATION  
HUMAN-CENTERED DESIGN

At InSTEDD we envision a world where communities everywhere design and use technology to continuously improve their health, safety and development. Founded in 2006 from the TED Prize, and based in California's Silicon Valley, InSTEDD now operates around the world to implement our vision. With startup funding from [Google.org](http://Google.org) and the [Rockefeller Foundation](#), which includes setting up [Innovation labs in Southeast Asia and Latin America](#), that are fostering collaborative engineering practices and entrepreneurial innovation in those regions.

InSTEDD has a unique offering — we design and use open source technology tools to help partners improve collaboration, information flow and knowledge sharing to better deliver critical services to vulnerable populations. With long term sustainability in mind, our interdisciplinary team of public health experts, scientists, and software engineers help [build local capacity](#) to solve critical health, safety and sustainable development problems. We are committed to evaluating the impact of our programs, documenting best practices, and sharing the results of our work.



InSTEDD's [innovative approach](#) is being successfully applied [around the world](#) — from pioneering efforts to integrate [disease surveillance and response systems in Southeast Asia](#) to implementation of a nationwide [communications system to aid victims of the 2010 Haiti earthquake](#). As a [not-for-profit organization](#), we have grown an extensive network

VIDEO



What is InSTEDD?

At InSTEDD we design and use open source technology tools to help partners enhance collaboration and improve information flow to better deliver critical services to vulnerable populations.

OUR VISION

We envision a world where communities everywhere design and use technology to continuously improve their health, safety and development.

OUR MISSION

Our mission is to improve global health, safety and sustainable development through:

- **Building Capacity** within communities to foster a local culture of innovation
- **Creating Collaboration Technologies** for social good



## FEATURED STORIES

### Cambodia's National Disease Hotline in Action



Watch this impact video about the 115 National Disease Hotline. In rural Cambodian many people sustain their livelihood through farming, and human to animal contact is a daily occurrence. What happens during a potential outbreak?

### About the iLab Southeast Asia



Watch our 90-second animated introduction about the creation of the InSTEDD iLab in Southeast Asia.

### Capacity Building at the iLab



The team in Phnom Penh is adding new skills and sharpening its design approach with

## RECENT WORK

The InSTEDD iLab's current focus areas include Design Events and Prototyping, Mobile Tools and Platforms, Information System Architecture and Connectivity Solutions for Diagnostics. [Read more »](#)

### Digital Innovation to Slow Outbreaks in Cambodia



The CDC in Cambodia is responsible for national reporting of disease spread and alerting necessary authorities in case of outbreaks. InSTEDD empowering a transition from paper-based reporting to early detection with open source mobile tools and platforms.

### 'Go Green' App Launch



The 'Go Green' app was successfully launched. [View the photo essay](#) to learn more about the Go Green app, and to check out more about the day's exciting events. [Continue»](#)

[View More Projects](#)

## NEWS AND MEDIA

### Covid 19 Outbreak Mapping

The outbreak map is a visualization aid that maps the coronavirus outbreak cases across Cambodia providing real-time updates on the number of cases of COVID-19 in different locations.

### Shedding Light in Cambodia High School

The Ministry of Education Youth and Sport (MoEYS) has developed its Information and Communication Technology Education Plan and has integrated it into a national curriculum for students from grade 4 to grade 12.

### For Big Impact, You Need These Unlikely Business Allies

Established corporations benefiting from strategic relationships with social impact nonprofits, making unlikely allies in social impact.

### Latest Tweets

InSTEDD Retweeted



**Kate Heuisler**  
[@kate\\_heuisler](#)

Excited to see how this program will help 15k+ #Cambodian MSMEs use digital tools to boost their businesses. Good luck to @Asia\_Foundation, Star Kampuchea, @InSTEDD iLab and Ministry counterparts! @DevInnoKH was proud to be a small part of the design team.

<https://twitter.com/DAIGlobal/status/1301976232217792514>



Sep 7, 2020

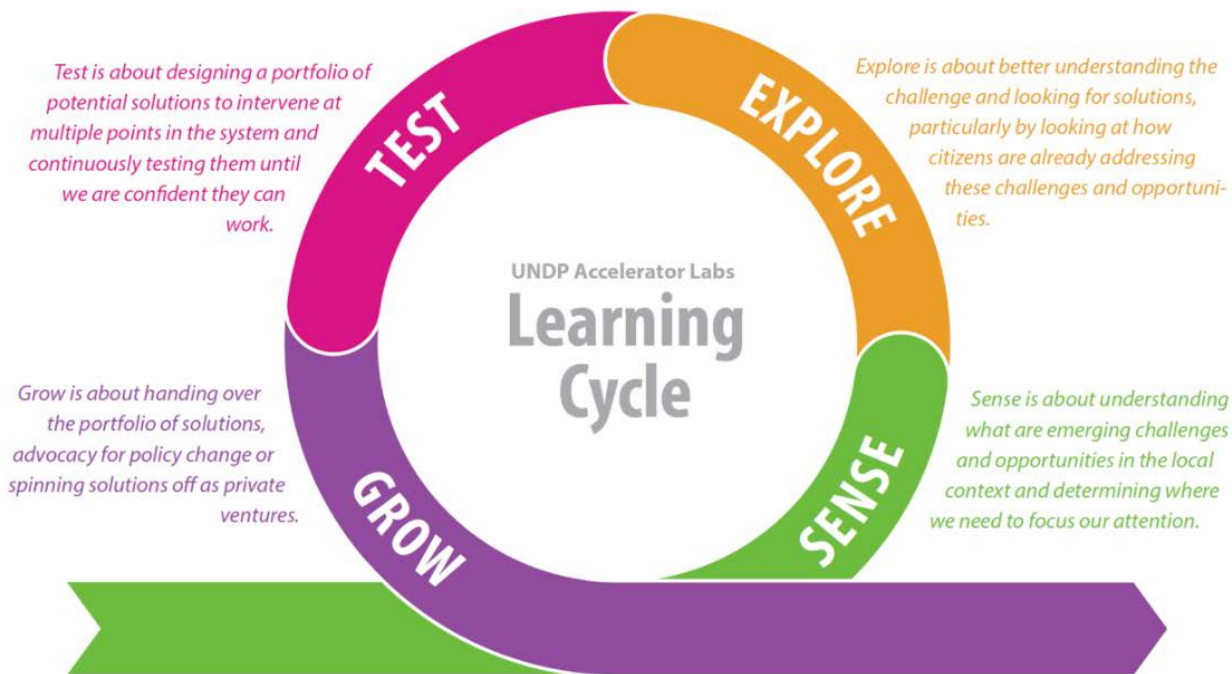
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# How do we work?

Learning is at the heart of Innovation-AccLab Uganda. Our iterative methodology consists of four stages: sense, explore, test and grow. Each phase comes with key questions and results. Each phase is understood through our toolkits.



**Grameen Foundation AppLab fights global poverty through innovative technologies that empower the poor with life-changing information.**



### Active challenges



How can we develop innovative mobile money (MM) products that are suitable for poor, unbanked customers and viable for our commercial partners?

[Find out more](#)

### Inspirations

If sending money is a familiar behavior, maybe 'sending money to yourself for a future date' could help people save, without thinking they are saving?

[Find out more](#)

Share AppLab

**What innovative mobile money (MM) products can we develop that are suitable for poor, unbanked customers and viable for our commercial partners?**



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80% of Ugandans aren't served by banks or other formal financial services providers. At the same time, Mobile Money (MM) has emerged as a way to enable people in the most remote areas to transfer money using their mobile phone. The mobile money infrastructure could be used for other products – like saving accounts, or loans – but so far, it's only been used for remittances and bill payments. What other products – savings, loans, insurance – could the mobile money channel deliver to the poor?



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### Ideas

### Challenge Timeline

### Rules of the Game

### Challenge Toolkit

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## UNICEF Innovations Lab Kosovo

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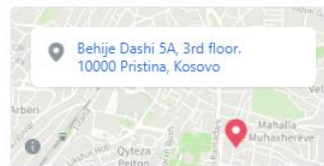
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1 UNICEF Innovations Lab catalyzes positive social change by harnessing the creative potential of Kosovo's (UNSC 1244) adolescents and youth.

1 Young? Got an Idea? Come join us! Innovations Lab Kosovo is a place for Kosovo youth to turn their ideas into actionable projects for the benefit of K... [See More](#)

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UNICEF Innovations Lab Kosovo

10h

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Kosovo Volunteers is first-of-its-kind volunteer match platform in Kosovo. It is a free platform where the non-profit organizations can post...

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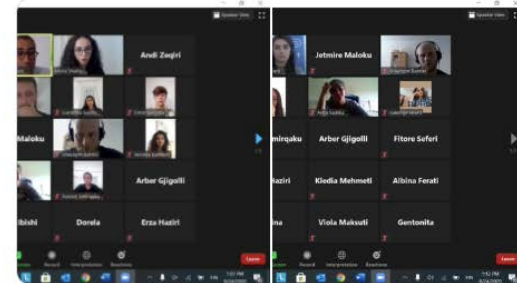
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**UNICEF Innovations Lab Kosovo** @KosInnovations · Aug 24  
Kicking off another Online #PODIUMs workshop in the Innovation Hub in Gjilan enabling young people to advocate for change on issues they are facing in their communities.

We wish all the participants good luck! ❤️

[@ipkofoundation](#)



IPKO Foundation and 2 others

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UNICEF Innovations Lab Kosovo Retweeted



NGO PEN @NGO\_PEN · 12h

Do you want to be part of positive changes in your municipality?

Each municipality will have 30 volunteers engaged for a maximum of 3 hours a day, for 11 days, within the period 14-25 September.

Check out the link for more information 📌

[kosovovolunteers.org/opportunity/sh...](#)

4



**UNICEF Innovations Lab Kosovo** @KosInnovations · Sep 7

Hurry up! #Mediathon is an online content creation 'hack', in which selected creators aged 16-24 will learn digital storytelling skills, connect with other



# Plenary Discussion

How can *Social Innovation* in the form of *Design Thinking* and *Innovation Labs* be used to help strengthen:

1. Institutions to deliver services at the local level;
2. Leadership and human resources capacities needed to provide services in a transparent, equitable, and accountable manner;
3. Processes and mechanisms that favor the participation of citizens in the design and delivery of services;
4. Organizational culture so that it may provide a fertile ground for continuous improvement and innovation in service delivery.



## Case Study 3.5. UNICEF's Kosovo Innovation Lab

- Group Formation
  - We will form 5 groups
  - Count off by 5's
  - Move to your small group location
- Group Assignment
  - Refer to Case Instruction Sheet 3.5.
- Group Process
  - Refer to Case Instruction Sheet 3.5.





# Today's Key Concepts

- Building situational awareness and creating understanding of the interests of stakeholders is key to being able to determine if any innovation being considered has the potential to create public value
- Using a range of analytical models and tools such as systems thinking, strategic framework and others are required in any effort to generate deep understanding of problems and potential solutions.
- Such understanding is key to tests of any potential solutions and as input to performance management systems
- Wicked problems require social innovation and social innovation relies on ability to engage in design thinking and to provide innovation intermediaries such as innovation labs.
- Social innovation infrastructures can help realize the principles of PSD and to advance innovation and digital government for PSD.

# Workshop at a Glance

**Morning Session**
**0900 – 1200**

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

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: UNICEF'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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Economic and  
Social Affairs

# Innovation and Digital Government for Public Service Delivery

*Thank You!*

