



United Nations

Department of
Economic and
Social Affairs

Innovation and Digital Government for Public Service Delivery

Day 4

Toward a Road Map and Action Plan



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



Today's Agenda

<i>Innovation and Digital Government for Public Service Delivery</i>	
	Day 4 Building Toward a Roadmap and Action Plan
Morning Session	Module 4.1. Welcome and Introduction to Day 4
0900-1200	Module 4.2. Tools and Techniques for Building Situational Awareness
	Module 4.3. Do-Ability vs. Priority Analysis
Lunch Break	
	Module 4.4. Action Planning Part 2
Afternoon Session	Module 4.5. Case Study: Reversing an Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative
1300-1700	Module 4.6. Wrap-Up
	Adjourn



Key Concepts from Day 3

- 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.



Plenary Discussion

Tools and Techniques for Building Situational Awareness



Do-Ability vs. Priority Analysis



The Chart

		Do-ability		
		High	Medium	Low
Priority	High			
	Medium			
	Low			

Marking the Chart

		Do-ability		
		High	Medium	Low
Priority	High			D1
	Medium		D2	
	Low	D3		



4.3.1. Do-Ability vs Priority Analysis

Group Formation

- Using the same groups as yesterday
- Move to your small group location

Group Assignment

- Taking each of the 6 dimensions, place the dimension on the do-ability chart
- Identify what needs to happen to move a dimension that is a priority but has low do-ability and to higher do-ability?

Group Process

- Refer to the instructions on Exercise Sheet 4.3.1.



Plenary Discussion

Do-Ability vs Priority Assessment



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Lunch Break





Setting Priorities and Taking Action

Medellin, Colombia and Curitiba, Brazil: Two model cities committed to continuous improvement



Medellin

Medellin Revisited: Infrastructure for Social Integration

A World Economic Forum Urban Innovation



Medellin - A laboratory of progressive architectural and urban interventions





Medellin, Colombia

- In 1992, considered one of the most dangerous cities in the world.
- By 2016, it was seen as a laboratory of progressive architectural and urban interventions that were initiated under the mayoral administration of Sergio Fajardo (2003-2007).
- Whereas urban development projects often target specific solutions to physical problems, Medellin opted for a different strategy, using architecture and urbanism as tools for social integration.
 - Source: Top 10 Urban Innovations, A Report of the World Economic Forum



Medellin, former drug cartel capital, is now an example of safe and participatory community development





Signature Projects Change the City

- Spatial, economic and cultural transformation
 - Projects such as the España Library Park and the city's elevated cable car as a mode of public transportation are key symbols of a process that led to the city's spatial, social, economic and cultural transformation – connecting the city's low-income residents and communities with its wealthier commercial centre.
- Culture as an important tool for development
 - Medellín changed not just in its spatial dynamics but also in the mentality and perception of its inhabitants who now see culture as an important tool for development.
 - Experts see Medellín as an exemplar model in urban planning and governance.



Award-Winning City due to local Innovation





Lesson learned from Medellin

- Using architecture and urbanism as tools for social development can bring surprising results in physical, functional and behavioural changes.
- In particular, breaking down city barriers between rich and poor can work as an instrument to contain and gradually eliminate violence in cities.

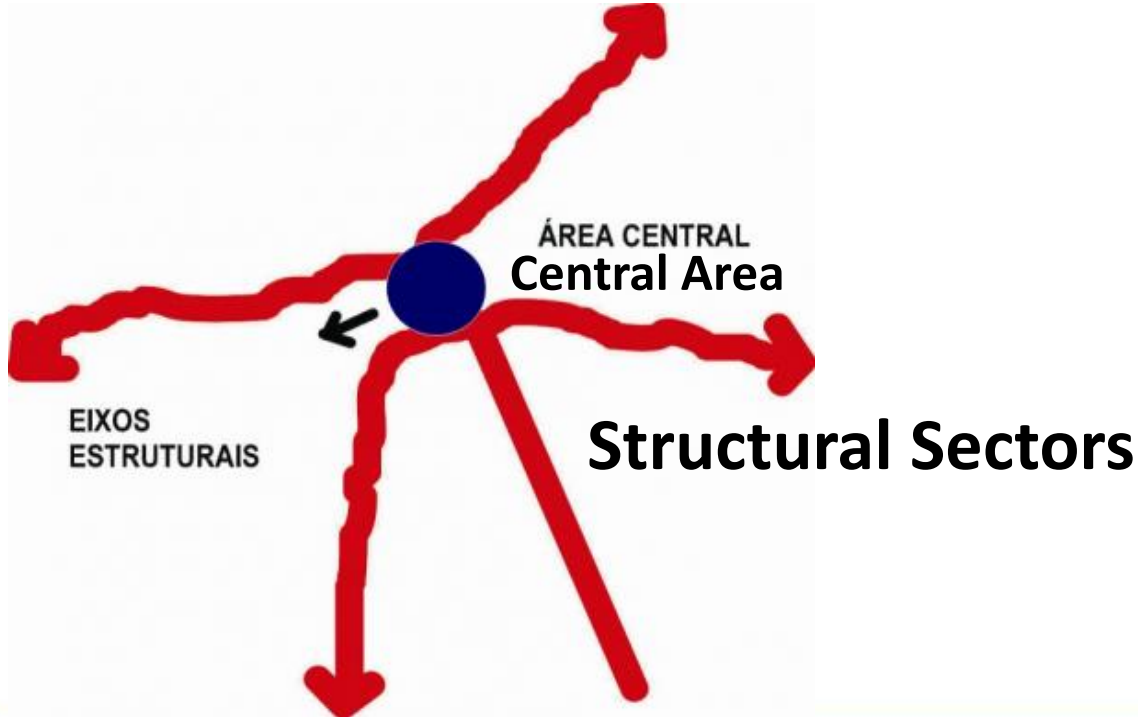


Curitiba, Brazil

- In 1970s, highest urban growth rate in Latin America at 10%, due to agriculture mechanization and rural migration
- Strategic vision and transformative leadership by Mayor Jaime Lerner led to the definition of structured growth
- Creation of Bus rapid transit, guided land development and a hierarchy of the road system integrated into the urban fabric
- Urban design was harmonized with nature with the creation of a system of parks to avoid flooding and allow leisure and cycle ways



Curitiba: Urban Mobility as a Tool to Direct Growth





**Curitiba BRT: For Sparking a
Transportation Revolution in Cities
around the World (PMI Most
Influential Projects)**



Public Transport, Land Use and Road Hierarchy as structuring elements





Three elements of a Subway on the Surface



Subway Performance



Costing 200 times less



A System of Parks for Structuring the Urban Fabric and Flood Control





Garbage Exchange for Food





Historic Preservation Generating Jobs, Commerce and Housing in Central Areas





Lessons Learned from Curitiba

- Innovation can be promoted as a substitute for lack of financial resources in public service delivery
- Integrated vision for sustainable urban development: social, economic and environment features
- Elements of a subway system can be combined on the surface at a cost 200 times smaller
- Bus Rapid Transit was adapted in more than 150 cities



Action Planning

Part 2



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



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/>



Action plans answer critical 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 for Action Planning

- 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?	



4.4.1. Action Planning. Part 3

Small Group Activity

Group Formation

- Count off by 6s
- Form 6 groups
- Move to your small group location

Group Assignment

- Refer to Exercise Instruction Sheet 4.4.1

Group Process

- Refer to Exercise Instruction Sheet 4.4.1



Plenary Discussion

Action Planning Part 2



Case Study 4.5. A UNPSA 2020 Award Winner - Reversing an Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative

- Bangladesh, one of the most densely populated countries in the world, with more than 1,200 people per square kilometer, has both a land scarcity problem and a complex property transfer system. These two characteristics make land and land transfer is among the most disputed issues of the country.
- The mutation of land (the method of changing the title of ownership from one person to another when the property is inherited, transferred or sold) has long been a lengthy, expensive and complex process rife with corruption and a lack of transparency which affected the rights of women, the poor and the vulnerable to access land.
- The manual mutation process in Bangladesh typically took up to 60 days to complete, often requiring 3 to 4 in-person meetings and the added expense of ‘middlemen’ who helped with application submission.



Case Study 4.5. A UNPSA 2020 Award Winner - Reversing an Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative

- An op-ed published in The Daily Star on August 19, 2019 noted that “inefficiency of the land market in Bangladesh” has historically led to “unending anguish and frustration for the general public”.
- The e-Mutation System, was established to ensure transparency and accountability in the mutation process, increase efficiency and ensure a system that is fair to all citizens, particularly the most vulnerable including the illiterate, women, older persons and the poor. The system provides a digital mechanism for mutation applications and allows users to track the progress of those applications.
- With e-Mutation, the Land Reform Board sought to significantly reduce the challenges faced by applicants and costs associated with the lengthy and uncertain process, provide a space for citizens’ feedback on the quality of the service and ideally, increase the credibility of land services provided by Bangladesh public servants.



Instructions: Case Study 4.5. Reversing an Historical Inefficiency in Land Transfer

- **Group Formation**
 - We will form 5 groups; Count off by 5s
 - Move to your small group location
- **Group Assignment**
 - Refer to the Case Instructions for 4.5.
- **Group Process**
 - Refer to the Case Study Instructions for 4.5.



Plenary Discussion

CASE STUDY 4.5. Reversing an Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative



Today's Key Concepts

- The Do ability/Priority Analysis is key to avoiding the trap of doing things that you have the capability for, but turn out not to be very impactful in terms of creating public value through PSD innovation
- Action Plans are living documents that capture and communicate the results of design thinking and can inform both iterative processes of prototyping and refinement and implementation
- Many analytical tools and techniques can contribute to design thinking by generating new understanding of problems and analysis of solutions as input to Action Plan
- Performance contracting is an effective tool for increasing transparency and accountability and improving efforts to adhere to the principles of PSD.

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Thank You!

