



United Nations

Department of
Economic and
Social Affairs

Innovation and Digital Government for Public Service Delivery

Day 5

*Bridging the Gaps in Public Service
and Public Service Delivery*



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>	
Morning Session 0900-1200	Day 5 Bridging the Gaps in Public Service and Public Service Delivery
	Module 5.1. Welcome and Introduction to Day 5
	Module 5.2. Plenary Discussion. Prioritizing Recommended Actions
	Module 5.3. Plenary Discussion. What Needs to Change? What Change Will Create the Most Value?
Lunch Break	
Afternoon Session 1300-1630	Module 5.4. Case Study: Socio-Technical View of Innovation
	Module 5.5. Plenary Discussion. Looking Ahead
	Module 5.6. Course Evaluation and Closing Ceremony
	Adjourn



Key Concepts from Day 4

- The Do ability/Priority Analysis is key to avoiding the trap of doing things that you have the capability for, but that are not a priority in terms of creating public value through PSD innovation
- Action Plans are living documents to 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.



Plenary Discussion

Prioritizing Recommended Action Plans



Plenary Discussion

What Needs to Change? What Change Will Create the Most Value?



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Lunch Break





Socio-Technical Systems



Socio-Technical Systems

- Based on socio-technical theory – Trist, circa 1967.
- At the foundation of social innovation, design thinking and innovation
- Contrasts with traditional methods that first design the technical component and then fit people to it
- Traditional methods often lead to mediocre performance at high social costs



Transitioning to Socio-Technical Systems (STS)

- Transitioning from a traditional work design or organization to one based on STS principles requires a transitional structure for managing the change process:
 - Helps employees gain new skills and knowledge
 - Facilitates the learning necessary to make the new design work
 - Involves considerable innovation, learning and change and is usually both different and more complex than either the old or new design
 - Never really complete but continues as new things are learned and new conditions are encountered
 - The ability to continually design and redesign work needs to be built into existing work teams.
 - Members must have the skills and knowledge to assess their work unit continually and to make necessary changes and improvements
- STS designing rarely results in a stable work design but provides a process for continually modifying work to fit changing conditions



Case 5.4 Overview - Healthcare.gov

- This case study highlights the challenges faced by the US Department of Health and Human Services in implementing a website to provide consumers with access to a health insurance marketplace.
- The case draws attention to the combination of factors that jeopardized the project and those innovations that were critical to turning the project around



Case 5.4 Instructions Healthcare.gov and a Sociotechnical of Innovation

- Group Formation
 - We will form 3 groups
 - Count off by 3's
 - Move to your small group location
- Group Assignment
 - Refer to Case Instructions for 5.4.
- Group Process
 - Refer to Case Instructions for 5.4.



Plenary Discussion

Insights from Healthcare.gov and a Socio-Technical
Systems View



Plenary Discussion

Looking Ahead



Conclusive Recap



Key Concepts Day 1-2

- 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
- 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



Key Concepts Day 3-4

- 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.
- 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.



Course Evaluation



Closing Ceremony



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Thank You!

