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Innovation and Digital Government for Public Service Delivery

Online workshop - Session 1

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Toolkit for Innovation & Digital Government for Public Service Delivery

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Training Toolkits at a Glance

Basic Syllabus

Introduction and Core Concepts
Module 1: 2030 Agenda, SDGs and National Development Plans
Module 2: Diagnostics, visioning, action planning, monitoring
Module 3: National Development Plan – challenges and priorities
Module 4: Innovation and leadership for service delivery

Assessment of Enabling Environment
Module 5: Dimensions of Digital Government for Public Service: leadership, strategy, governance, legal framework, technology and workforce development
Module 6: Digital Capability Assessment - individual, small groups and plenary
Module 7: Building a new understanding of capacity for innovation in public service delivery

Tools and Techniques for Diagnostics and Action Planning
Module 8: Action planning and Road mapping – how to create KPIs, critical success factors, roles and responsibilities
Module 9: Enabling innovation – innovation labs, design thinking, prototyping agile development, policy modelling
Module 10: Analytical tools – systems thinking, stakeholder analysis, strategic framework

Connecting Ideas to Actions
Module 11: Components of an Action Plan Process
Module 12: Public Value, Accountability, Meaningful Measuring
Module 13: Plenary Reports, Reflection and Evaluation

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Governments around the world are using Digital Technologies more and more to

1. Innovate the way they operate
2. Share information
3. Make decisions and deliver services
4. Engage and partner with people

Source: UN e-Government 2020 Survey

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Toolkit – original version of the course

- Face-to-face delivery – part of a broader curriculum
- For various Ministries/Agencies at senior/middle and technical level
- National level
- 5 Days, 7 hours/day = 35 hours
- 34 Modules
- Reading List
- Case Studies
- References, including Digital Assessment scoring parameters

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Online version of the course

- Delivered in 5 X 2-hour sessions (10 hours)
- Includes a shorter version of the Digital Capability Assessment and its debriefing
- Retains the essential elements of the face-to-face version
- Preparatory work – individual or in teams – helps participants get more value from the course

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The full Toolkit and the Online Course

- Are available for use by Public Services and Public Administration Academies in Member States at no cost
- Both include a "Guideline for Facilitators" manual

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Course objectives

1. Present new concepts, tools and techniques, to support country strategies, capabilities and action planning in the areas of Innovation and Digital Government.

2. Conduct an assessment of participating countries' Digital Transformation Capability and relate it to their National Development Plans.

2. Explore strategies and actions to strengthen country capabilities in Digital Government for innovative and effective public service delivery, as they relate to the 2030 Sustainable Development Goals.

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Agenda

Session 1
Key concepts in Innovation and Digital Government to advance the 2030 Agenda for Sustainable Development.

Session 2
Innovation and Digital Government Transformation Capacities, Principles and Roadmaps

Session 3
National Development Priorities and New Approaches to Innovation and Digital Government for Inclusive Service Delivery

Session 4
Strategy and Action Planning for Innovation and Digital Government Transformation

Session 5
Towards Digital Government: Organizational and Personal Change for Transformational Action

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Session 1: Objectives

- Examine the role of government and public service and how they relate to the realization of the Agenda 2030.
- Introduce the concepts of Innovation, Digital Transformation and Digital Government and how they drive change.
- Introduce the Digital Transformation Capability Assessment (DTCA).

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Public service delivery and the 2030 Agenda for Sustainable Development – how do they relate?

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The 2030 Agenda for Sustainable Development
A universal policy document adopted by 193 member states in 2015

17 Sustainable Development Goals (SDGs) guide Member States to achieve inclusive, people-centered and sustainable development with nobody left behind

13 SDGs have content related to public service delivery

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History and Practice of Government

After 75 years of Development Cooperation the essence has evolved from Conventional Public Management to Effective Governance for SDGs. The perceived role of the state has evolved too:

- Omnipresent State (1945-1980)
- Minimalist State (1980- 2000s)
- Are SDGs defining a new role for the State?

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Fundamental Purpose of Government

Address basic human needs such as access to jobs, clean water, education, housing, health etc

21st century government is finding new ways to create **public value** through **effective, inclusive and people-oriented** service delivery

There is no blueprint for the new ways, but there are **Principles**, **Strategies** and **Enabling factors**

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Indicators of Public Service Delivery

A/RES/71/313 of 6th July 2017
1.4.1 – **Poverty** - Proportion of population living in households with access to basic services
3.6.1 – **Health** - Death rate due to road traffic injuries
4.2.1 – **Education** - Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex
6.3.1 – **Water and Sanitation** - Proportion of wastewater safely treated
11.1.1 – **Sustainable Cities** - % urban population living in slums, informal settlements or inadequate housing

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Preparation for Session 1

- Read pages 15-27 of "Transforming our world: the 2030 Agenda for Sustainable Development". Select one SDG that relates to public service delivery and prepare a 1-minute presentation on: *How does public service delivery relate to this SDG?* https://sdgs.un.org/2030agenda

- Read the Principles of Effective Governance for Sustainable Development available at: https://unpan.un.org/sdg16/prin_of_governance

- Optional: Read "Innovation in Public Service Delivery for the Sustainable Development Goals" (6 pages)

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How does your National Development Plan relate to UN Sustainable Development Goals? [BREAKOUT TEAMS - 15 min]

In your team discuss and select some SDGs that are important to your NDPs.

Decide which member of your team will present these.

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Basic Concepts and Practice of Innovation and Digital Transformation in Public Service Delivery.

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What is Creativity?

Imagining something **new** and
making it happen.

Creativity is **ACTION**.

What is Innovation?

The generation and implementation of
valuable new ideas.

Innovation can be directed to products, services, processes, technology, strategy and entire models of operation.

Today innovation in many different areas is greatly facilitated by digital technologies.

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What is Digital Transformation?

The use of different **digital technologies in all areas of operations and in communications**.

Digital Transformation fundamentally **changes ways of organizing work** and **delivering value**.

When Digital Transformation is well planned and implemented, **gains in efficiency and value can be considerable**.

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What is Digital Government?

Digital Government denotes the **extensive use of digital technologies by government** and it is not an end in itself.

Digital Government is a (very powerful) means of improving public service delivery, increasing people's engagement, enhancing transparency, accountability and inclusion and, ultimately making life better for all.

Source: UN e-Government 2020 Survey Report

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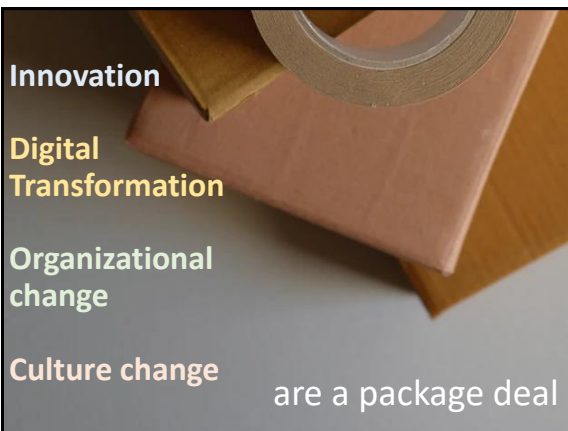## The Government Innovation context

Technology
10,000 mph

Organization & management
1000 mph

Public policies
10 mph

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The capability to innovate varies tremendously between countries

Governments around the world are using digital technologies to innovate how they operate, share information, make decisions, deliver services, engage and partner with others to solve policy challenges.

Many countries remain ill-equipped to effectively leverage digital technologies and provide accessible, reliable, fast, personalized, secure and inclusive services to empower people in participatory ways.

Source: UN e-Government 2020 Survey Report

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Characteristics of Leading Countries

- Systems-thinking, policy-making and service delivery, intensive use of Information and Communication Technologies (ICTs).
- Re-organization of institutions and organizations before automatization.
- Organizational structures to lead their digital government transformation.

NB. 145 UN member states have a Chief Digital Transformation Officer.

Source: UN e-Government 2020 Survey Report

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Characteristics of Leading Countries

- Changes of structure accompanied by changes of culture and new skills.
- Enhanced capacities to mobilize resources, manage data and ICT infrastructure, promote effective public communication and address affordability and accessibility to technologies.
- Development of the capacities of all people including vulnerable groups and capacity developers.

Source: UN e-Government 2020 Survey Report

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Innovation

Digital Transformation

Organizational change

Culture change

are a package deal

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Selected 2020 UN PSA Winners

Accessible Health Care Services

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

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Selected 2020 UN PSA Winners

Access to Energy Reduction Tariff

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

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Selected 2020 UN PSA Winners

Reducing Truancy

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

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Selected 2020 UN PSA Winners

Facilitating Land Transfer

In **Bangladesh**, the e-Mutation initiative established a digital application mechanism to make land transfer easier, more accessible, efficient and transparent.

This better serves the most vulnerable and those facing discrimination, including the illiterate, women, older persons and the poor.

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Selected 2020 UN PSA Winners

ICT integration in teaching & learning

The lagging northeast of **Botswana** developed a web-based interactive platform for e-learning and data management.

All regional data is managed and stored and information and individual learning performance can be accessed through one virtual office.

The project has enhanced ICT skills and student data management and ensured an effective learning environment with lifelong learning opportunities for all.

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Selected 2017 UN PSA Winners

Telemedicine for Maternal and Newborn Health

To deliver health care in remote areas in sparsely-populated **Mongolia**, this program connects every provincial hospital with experts at the national level for consultations in real time.

People were trained in emergency obstetrics skills, prenatal ultrasound diagnostics, early newborn resuscitation and screening, advanced surgical skills in gynecology, and midwifery.

Additionally, an e-learning platform was created for continuous medical education. The impact on newborn care, perinatal and early newborn mortalities was significant.

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Selected 2015 UN PSA Winners

Centre of Registers and Information Systems

The e-Business Register boosted entrepreneurship and improved how companies are established in **Estonia** by providing integrated e-services. Company registration or liquidation can be easily completed online.

In 2007, 30% of companies were established online. By 2014 this figure rose to 90%. Nearly 100% of annual reports are now submitted through the system and user satisfaction is over 90%.

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The Digital Transformation Capability Assessment - DTCA

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The Digital Transformation Capability Assessment - DTCA

Identifies key enablers for effective digital transformation.

Produces new insights for identifying options and making decisions on strategies and actions to transform government and create public value.

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Why conduct a DTCA?

- To understand the present level of digital transformation capabilities as a foundation for public service delivery.
- To understand the whole government capability for creating and sustaining a mature digital government (not just a particular digital initiative, such as a portal).
- To inform decisions on where investments are needed to improve innovation and digital government capability for improved public service delivery.

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The 6 dimensions of the DTCA

1. Leadership
2. Strategy
3. Governance
4. Legal
5. Technology
6. Professional and Workforce Development

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Example: Some questions on Leadership

1. Our Ministries/Authorities have a senior official who is formally responsible and accountable for leading and supporting digital transformation in government and public services. (Chief Digital Transformation Officer or similar role)

2. In our Ministries/Authorities, we are capable of establishing an environment enabling innovation and modernization.

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All questions require one response from the following choice of five (Likert scale)

- ❑ Strongly agree
- ❑ Agree
- ❑ Neither agree nor disagree
- ❑ Disagree
- ❑ Strongly disagree

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Preparation for Session 2

- Complete the DTCA **at least 1 day before the beginning of the next session** and be ready to discuss your assessment of the outcomes.
- Read Chapter 7 of the 2020 UN E-Government Survey

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In what ways might Digital Transformation bring value to public service delivery in your country? [WHITEBOARD]

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Online workshop - Session 1   Thank you

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Online workshop - Session 2

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Summary of Session 1

- Critical role of government and public service delivery in achieving 2030 SDGs.
- Basic concepts and practices of innovation and digital government.
- How the Digital Transformation Capability Assessment can support Digital Government Transformation.

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Session 5
Towards Digital Government: Organizational and Personal Change for Transformational Action

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Session 2: Objectives

- Explore the outcomes of the Digital Transformation Capability Assessment.
- Enhance understanding of key Capacities and Roadmap features to promote Innovation and Digital Government Transformation

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What are your country's Digital Transformation Capabilities?

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Leadership

Leaders are the stewards of digital transformation efforts.

They must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy.

Leaders must also craft the plans to achieve the organizational goals, as well as its communication to stakeholders and monitoring the progress.

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Strategy

Strategic plans help to support the transformation agenda.

This contains the actions to be taken to pursue the digital transformation goals.

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Governance

The organizational capacity and managerial actions developed to overcome potential cultural barriers in implementing the digital strategy across agencies and departments.

The development of good governance must be aligned with the strategic goals, as well as legal framework.

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Legal

The set of legislation, guidelines, and standards that a department or agency must comply with in deploying digital services.

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Technology

The set of technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.

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Workforce and Professional Development

The policy and programmatic affordances in place to support ongoing capacity building

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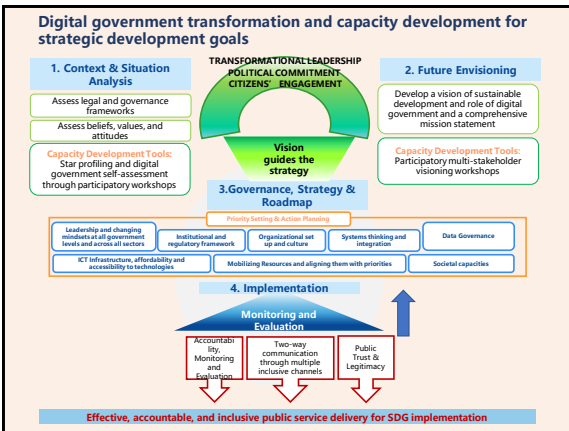## Key Capacities for Promoting Innovation & Digital Government Transformation

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Digital government transformation and capacity development for strategic development goals

1. Context & Situation Analysis
- Assess legal and governance frameworks
- Assess beliefs, values, and attitudes

Capacity Development Tools: Star profiling and digital government self-assessment through participatory workshops

TRANSFORMATIONAL LEADERSHIP
POLITICAL COMMITMENT
CITIZENS' ENGAGEMENT

Vision guides the strategy

2. Future Envisioning
Develop a vision of sustainable development and role of digital government and a comprehensive mission statement

Capacity Development Tools: Participatory multi-stakeholder visioning workshops

3. Governance, Strategy & Roadmap

Priority Setting & Action Planning

| Leadership and changing mindsets at all government levels and across all sectors | Institutional and regulatory framework | Organizational set up and culture | Systems thinking and integration | Data Governance |
| ICT Infrastructure, affordability and accessibility to technologies | | Mobilizing Resources and aligning them with priorities | | Societal capacities |

4. Implementation

Monitoring and Evaluation

- Accountability, Monitoring and Evaluation
- Two-way communication through multiple inclusive channels
- Public Trust & Legitimacy

Effective, accountable, and inclusive public service delivery for SDG implementation

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Capacity gaps & opportunities for Digital Government Transformation across all government levels and society

9 Key Pillars for Transformation	Levels of Digital Maturity			
	Online Presence	Transactional	Connected	Transformative
1. Vision, Leadership mindsets				
2. Legal & Institutional Framework				
3. Organizational Set-up & Culture				
4. Systems thinking & Integration				

Capacity gaps & opportunities for Digital Government Transformation across all government levels and society

9 Key Pillars for Transformation	Levels of Digital Maturity			
	Online Presence	Transactional	Connected	Transformative
5. Data Management				
6. ICT Infrastructure, Affordability & Access				
7. Resources				
8. Capacity of Capacity Developers				
9. Societal Capacities				

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Capacity for Digital Transformation Conclusions

- Digital Government Transformation is not just about technologies.
- To embrace the potential of technologies while mitigating risks, governments should adopt a holistic approach that puts people first.
- Leadership's commitment at all levels of government is essential.

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Capacity for Digital Transformation Conclusions

- The use of ICTs in government should support the overall vision of a nation.
- A Digital Government Strategy and Roadmap should consider several key pillars.
- Without digital capacities at the societal level, including readjustments in values and norms, there will be little uptake of digital services and participation through digital means.

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Capacity for Digital Transformation: Conclusions

The following are likely to add significant value to the deployment of Digital Government:
- An institutional ecosystem (law, policies, guidelines, data protection, digital security etc)
- A central agency with budgetary autonomy to manage digital strategy and coordinate CIO functions.
- A systems-thinking approach
- Recruiting and retaining the best talent.
- Allowing for safe spaces for experimentation.
- Continuous interactive feedback and improvement.

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A Roadmap for Promoting Innovation & Digital Government Transformation

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**Five Main Principles
for Innovation in Public Service Delivery**

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

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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.

NB. Target 16.9 of the 2030 Agenda is devoted to Access

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Quality

High-quality service delivery includes – but is not limited to:
- excellence of services offered
- availability of quality government services at times and in ways that are 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

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Inclusion and responsiveness to the needs of the furthest left behind

- 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

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People-driven and personalized services

Utilizing proven mechanisms to collect feedback to help engage them in the delivery of services

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Transparency and accountability of service delivery

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

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Six Key Steps in Designing a Roadmap for Innovation and Digital Transformation

1. A holistic approach.
2. Systems thinking.
3. A strategic framework.
4. Stakeholder analysis.
5. Strategy.
6. Action.

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A holistic approach

Developing capacities for Digital Government requires :

- Changes at societal, institutional, organizational and individual levels.
- Fundamental changes in the mindsets of public servants and in the way public institutions collaborate.
- A people-driven not a technology-led process.

Source: 2020 UN E-Government Survey

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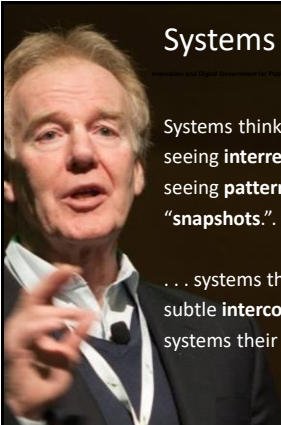United Nations | Department of Economic and Social Affairs

A holistic approach
Interdependent Strategies for national and local levels

1. Institutional and organizational innovation - particularly collaborative governance to deliver integrated services.
2. Transformation of leadership - public officials' capacities.
3. Process innovation, including new channels and mechanisms for partnerships and people engagement.
4. Organizational culture and management to promote integrity, the 2030 Agenda principles and knowledge-sharing for innovation, transparency and accountability.
5. Leveraging the potential of ICTs.

Source: UN DPIDG Policy Brief Capacity Development Unit

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Systems Thinking is essential

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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

System: A collection of elements that are organized and interact for a common purpose.

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Strategic Framework

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

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Strategic Framework

Analysis of the internal and external factors that a public organization must consider as it plans strategy.

New Partners
Internal   External

Resources → Initiative ← Customers or Beneficiaries

Information
Other Resources

Internal
External

Innovations
Products   Services   Processes

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Stakeholder Analysis: What is it good for?

- Understanding the external environment.
- Appreciating differences among stakeholder groups.
- Specifying possible outcomes of an innovation and its impact on stakeholders.
- Assessing data needs for a more complete evaluation.
- Choosing a "good" problem.

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Strategy

- Strategic Framework & Stakeholder analysis.
- Vision – what's success?
- Objectives.
- Resources.
- Action Plans – projects to implement.

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Actions to deliver strategic objectives

- **What** actions or changes will occur?
- **Who** will carry out these changes?
- **When** will they take place, and for how long?
- What **communication** is necessary before, during and after implementation?

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Imagine ONE ACTION that would help create positive mindsets for innovation and digital transformation in your public services
[note it on the WHITEBOARD]

What I like about this idea is … [offer ONE POSITIVE COMMENT]

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Preparation for Session 3

As a team meet up, discuss and agree on a list of key priorities (up to 3) of your National Development Plan and how Innovation and Digital Transformation can help you achieve each priority.

Create 2-3 powerpoint slides and prepare a brief (up to 4 min) presentation.

Appoint a facilitator and a presenter in your team and submit your slides at least 24 hours before the next session.

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Innovation and Digital Government for Public Service Delivery

Online workshop - Session 2   Thank you

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Online workshop - Session 3

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Decide Madrid

In 2015 the city created a web-based platform which includes:

(a) **Ideation forum**: residents propose improvements to the city and vote for the best proposals committing the municipality to their implementation.

(b) **Consultations**: the City Council consults residents on criteria for certain actions.

(c) **Participatory budgeting**: in 2016 and 2017, EUR 100 million was allocated annually for citizens' projects — the largest participatory budget in the world at that time.

To date thousands have participated in this initiative.

DESA | Innovation and Digital Government for Public Service Delivery Source: UN e-government survey 2020

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Summary of Session 2

- Assessment of country Digital Transformation Capabilities along 6 dimensions: Leadership, Strategy, Governance, Legal, Technology, Professional and Workforce Development.

- Capacities required for promoting Digital Government transformation in Public Service Delivery.

- Main Principles for Digital Government transformation in Public Service Delivery: Access, Quality, Inclusion and Responsiveness, People-Driven and Personalized Services, Transparency and Accountability of Service Delivery.

- Key Steps for a Roadmap for Digital Government transformation in Public Service Delivery: holistic approach, systems thinking, strategic framework, stakeholder analysis, strategy and action.

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Session 3: Objectives

- Relate National Development Plans Priorities to Innovation and Digital Government Transformation.
- Explore Public Value and Innovation for Social Inclusion.
- Discover principles and practice of Design Thinking and Innovation Labs for Innovation and Digital Government.

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How can Innovation and Digital Government help you achieve your National Development Plan and Priorities?

Team presentations

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Public Value and Innovation for Social Inclusion

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Public Value and Social Innovation

Photo credit: UN Photo/Jean-Marc Ferré

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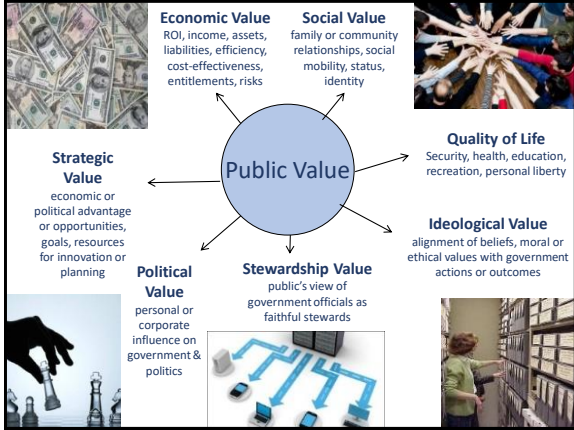
Public Value

The value created by government through services, laws, regulation and other actions

Mark Moore, Harvard Kennedy School, 1995

Focuses on collective and societal interests served by particular institutional arrangements and actions of government

Considers multiple stakeholder perspectives

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Public Value

Economic Value
ROI, income, assets, liabilities, efficiency, cost-effectiveness, entitlements, risks

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

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

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

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

Political Value
personal or corporate influence on government & politics

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

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Social Innovation

A novel solution to a social problem that is more **effective**, **efficient**, **sustainable**, or **just** than existing solutions and for which **the value created accrues primarily to society as a whole rather than private individuals**.

Stanford Social Innovation Review

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Social Innovation
A response to social challenges and wicked problems

- Calls for new ideas to meet social goals.
- Places capacity to innovate at the core of public service.
- Requires governments to work across silos.

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

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Wicked Public Problems
eg eradicating poverty

- 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 before action.

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

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through Virtual Reality,
put yourself in the shoes of
humanitarian aid workers as
they use mobile phone
technology and satellite
imagery in Nigeria to quickly
gather and analyze data on
food security, improving
decision-making in aid
operations.

Innovative Approaches and Strategies for Inclusive Public Service Delivery

Photo credit: UN Photo/Rick Bajornas

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Obstacles to Inclusive Public Service Delivery

- Lack understanding of different vulnerable groups : needs, context, root causes of vulnerability
- No people-centricity from those who design and deliver services
- Lack of accountability & corruption
- Lack of good means of implementation (technology, resources etc)
- Complex and slow bureaucratic processes
- Segmented and disjointed service delivery
- Limited capacity of civil servants at local level

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Obstacles to Inclusive Public Service Delivery

- Lack of information about services and how to use them
- Lack of legal ID to be covered by public service
- Lack of literacy and skills to access and use public service
- Lack of channels and resources (time, knowledge, transport, etc.) to apply for and receive services from different public authorities

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**Paraguay
Social media for Co-Creation of the 4th National Action Plan**

Used social media *Whatsapp* to increase participation of citizens from the countryside and marginalized and vulnerable groups in the creation of the 4th National Action Plan (2018 – 2020)

Created 14 thematic *Whatsapp* groups, including e.g. Youth, Social Inclusion, Fight against Poverty, Health, Indigeneous Affairs. Public officials, citizens and NGOs participated too and participation was combined with physical meetings.

Whatsapp groups now remain for monitoring of the Action Plan.

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Guizhou, China – Big Data and Cloud Computing for Identifying the "Real" Poor

Guizhou Provincial Poverty Alleviation and Development Office identifies and monitors poor households and factors leading to poverty through Big Data analysis and cloud computing – model of "internet + poverty alleviation".

The Guizhou-Cloud Big Data Platform tracks detailed and real-time information on vulnerable citizens and poor households on: geographic position, economic environment, housing, family size, household income.

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World Food Programme (WFP) - Blockchain-based Humanitarian Food Distribution System

70% of refugees in Jordan have limited access to humanitarian assistance due to their lack of official identification.

"Building Blocks" distribution system links information for distributing food vouchers, such as how much each refugee should receive and their unique ID number, to biometric data stored in the refugee database so refugees can receive humanitarian aid even without bank accounts and documents.

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Key messages for social inclusion

- Innovation and Digital Government must **address special vulnerabilities** of vulnerable groups ensuring no one is left behind.

- Fostering **digital inclusion** should be an important component of government strategy to promote social inclusion.

- Government should create an **enabling ecosystem effectively engaging** civil society organizations, the private sector and other stakeholders for social inclusion.

- Vulnerable groups should be **empowered to be agents of change**, especially through **co-creating and co-designing public services**.

- Civil servants should **develop competencies and mindsets** for delivering inclusive public services and engaging vulnerable groups.

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Two Elements of a new Social Innovation Infrastructure

Design Thinking – a problem-solving methodology that invites collaborative creative thinking and action

Innovation Labs – institutions that serve as innovation intermediaries that support teams and organizations in their innovative activities

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Break

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Design Thinking for Innovation and Digital Government

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Design thinking is a first and foremost a **human-centered innovation method**

Solution

Problem

focused on solving wicked problems
or, if you prefer, resolving complex challenges

Fundamentals of Design Thinking

Problems are resolved in **sequential stages**.
At each stage we apply   **FIRST Creative** (Divergent) thinking
   **THEN Critical** (Convergent) thinking

5 Stages of Design Thinking

1	2	3	4	5
Empathise	**Define**	**Ideate**	**Prototype**	**Test**
Investigate facts and feelings guided by empathy & research	Define challenges based on analysis, insights & opportunities	Imagine many different solutions & evaluate these to select the best	Demonstrate solutions by creating a real world working prototype	Test prototype, iterate & mobilise for implementation

FIRST   **THEN**
Creative thinking   **Critical thinking**
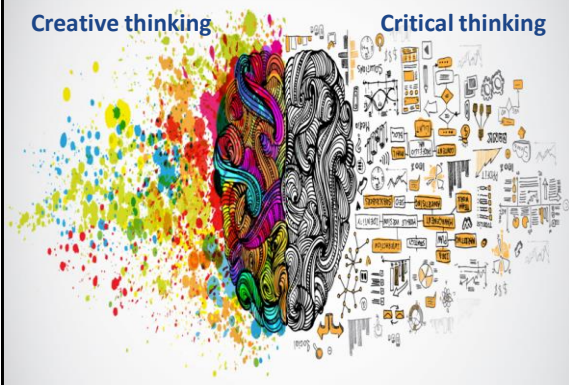
Creative thinking

- SUSPEND JUDGMENT
- QUANTITY
- BEYOND REASON
- BUILD ON IDEAS

Critical thinking

- ORGANIZE
- EVALUATE
- CHOOSE

A very large variety of tools and techniques are available to enable the practice of Design Thinking and each of its stages.

Design Thinking thrives in an environment that favors

teamwork

meeting the users yourself

exchanges with sticky notes or online tools

"prototyping" solutions

failing frequently, learning & moving on

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Design Thinking for Social Innovation

Madagascar's National Community Nutrition Program
The government and a World Bank team used Human Centered Design (HCD) to reduce chronic childhood malnutrition.

A powerful insight emerged
Lack of awareness of nutritious food and how to prepare it among mothers was the most significant barrier to overcoming malnutrition.

The team designed, among other interventions, an awareness campaign and cooking demonstrations focused on 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

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Design Thinking for Social Innovation

UNICEF (United Nations International Children's Emergency Fund)

Leaders are coupling DT with traditional policy analysis to create new approaches to advocacy.

Singapore

DT is employed as a national policy to drive growth and innovation. DT is considered by the Prime Minister as fundamental to the "reimagining of Singapore."

Source: http://www.businessofgovernment.org/sites/default/files/Applying%20Design%20Thinking%20to%20Public%20Service%20Delivery.pdf

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Key messages on Design Thinking

- Design Thinking is being used more and more to confront "wicked" social problems.
- Design Thinking puts end-users' needs at the center of service design – Human-Centered Design.
- The process is iterative with good problem investigation and definition, creative ideation for solutions, critical evaluation and selection, and prototyping for implementation.
- Solutions are generated and progressively refined through a process that engages end-users.

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Innovation Labs for Innovation and Digital Government

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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 to enable co-design
- Provide collaborative platforms for research, development and experimentation in real-life contexts, based on specific methods (eg Design Thinking, Systems Thinking) and tools (situational analysis, user interviews, brainstorming, prototyping and experimentation etc).

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Innovation Labs
Key to a social innovation infrastructure

- Are present in public sector, non-profit academic and private sector organizations with different names
- 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

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Innovation Labs in Public Service

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.

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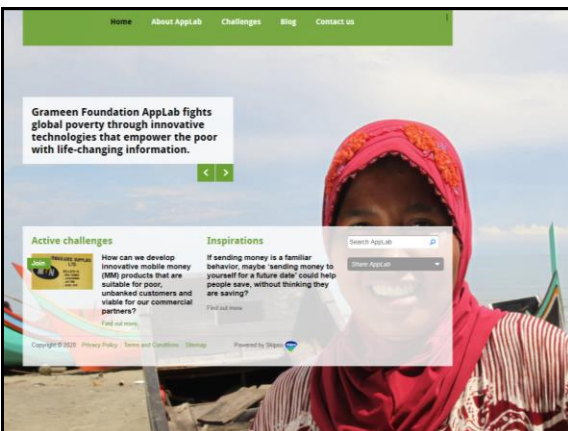## Innovation Labs in Public Service

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.

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Innovation Labs in Public Service

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.

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Innovation Labs in Public Service

AfriLabs

A network of 225 innovation centers in 47 African countries to:

- Encourage technology, innovation and entrepreneurship
- 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

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Source: https://www.afrilabs.com/

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Design Thinking and Innovation Labs

Wicked problems require social innovation and social innovation relies on an ability to engage in design thinking and to provide innovation intermediaries such as innovation labs.

Social innovation infrastructures, such as innovation labs, can help realize the principles of public service delivery and advance innovation and digital government for public service delivery.

There are many models, many successes – context is always of paramount importance.

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In what ways might Design Thinking and Innovation Labs add value to public service delivery in your country?
[WHITEBOARD]

Note many
IDEAS/SOLUTIONS

Select the **BEST**
IDEAS/SOLUTIONS

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Preparation for Session 4

As a team meet up and design an Innovation Lab to resolve social problems using Innovation and Digital Technologies in your country.

Prepare a brief (about 5 minutes) presentation of your proposal.

Please use 2-4 powerpoint slides.

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Preparation for Session 4

You may wish to consider some of the following questions (the list is not exhaustive):

- Who are the main beneficiaries of your Innovation Lab?
- What is the IL's general vision and the main strategic objectives?
- How might you measure the public value delivered when the IL becomes operational?
- Who should have accountability for organizing and managing the IL? How would the IL use Design Thinking?
- What are the skills you require for the people who work in the IL?
- When should this be operational?
- What might be a concrete example of a problem solved by the IL?

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Evaluation Poll: Session 3

o What I liked

o What I liked less

o What should we do differently?

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Online workshop - Session 3   Thank you

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Online workshop - Session 4

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Good Plans in Country X

1. Creation of Digital One-Stop-Shops
2. Preparation of Forms for a Basket of Services - IDs, birth, marriage, driver's license
3. Centralization of Front Desks in one Location
4. Design of Data Management Structure and Workflow
5. Definition of a Plan with 5 distinct Project Phases
6. Institutional Coordination – Who will do What and How
7. A few years later, nothing happened.

WHAT WENT WRONG IN COUNTRY X?

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Summary of Session 3

- How National Development Priorities relate to the Sustainable Development Goals.
- Why generating Public Value and addressing Social Inclusion are important goals for Digital Government.
- Social Innovation to resolve "wicked" problems can be well served by Design Thinking and Innovation Labs.
- Basic principles and practice of Design Thinking and Innovation Labs and how they synergize with Digital Government for Public Service Delivery.

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Agenda

Session 1
Key concepts in Innovation and Digital Government to advance the 2030 Agenda for Sustainable Development.

Session 2
Innovation and Digital Government Transformation Capacities, Principles and Roadmaps

Session 3
National Development Priorities and New Approaches to Innovation and Digital Government for Inclusive Service Delivery

Session 4
Strategy and Action Planning for Innovation and Digital Government Transformation

Session 5
Towards Digital Government: Organizational and Personal Change for Transformational Action

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Session 4: Objectives

- Share ideas on how Design Thinking and Innovation Labs might be created and actioned.

- Explore the components and pathway of Action Planning and the different steps involved, from making good decisions to launching prototypes and going live.

- Examine the role of risk, mistakes and failure.

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Design an Innovation Lab to resolve social problems using Innovation and Digital Technologies in your country.

Team presentations

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Action Planning for Digital Government Transformation

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Action Planning

The implementation of a plan is a journey in itself.

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From Thinking to Action
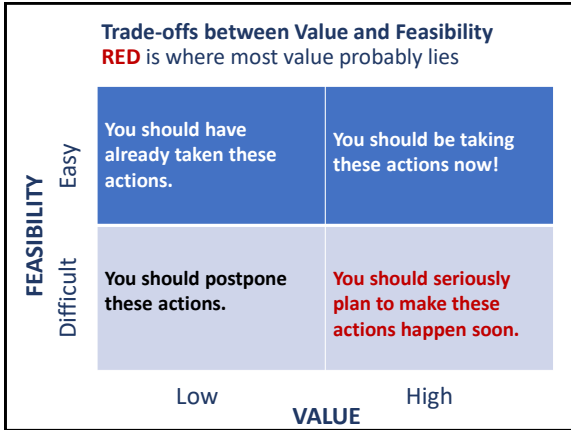
Two general criteria to select the best solutions

VALUE

What net benefits will this solution will bring and to whom?

In financial terms this is **(Benefits – Costs) X Risk**, but not all value is financially measurable.

FEASIBILITY

How likely is the successful completion and operation of this solution? How big are the disruptions on the way?

This takes into account capabilities of implementation as well as possible obstacles.

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Trade-offs between Value and Feasibility
RED is where most value probably lies

	Low VALUE	High VALUE
Easy (FEASIBILITY)	You should have already taken these actions.	You should be taking these actions now!
Difficult	You should postpone these actions.	**You should seriously plan to make these actions happen soon.**

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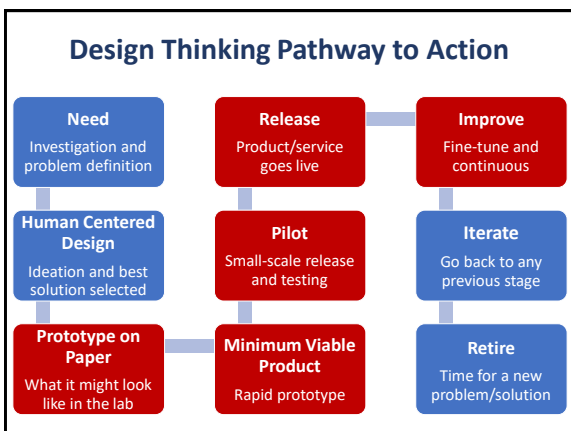
From Thinking to Action
Specific criteria to select the best solutions

Besides **Value** and **Feasibility**, many other criteria often need to be considered, such as:

- Impact on a specific set of people (and ensuring nobody is left behind).
- Impact on trust and transparency.
- Impact on learning.
- Impact on culture.
- Choices of timeframes for desired results.
- … and many others according to case and context.

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Design Thinking Pathway to Action

Need — Investigation and problem definition

Release — Product/service goes live

Improve — Fine-tune and continuous

Human Centered Design — Ideation and best solution selected

Pilot — Small-scale release and testing

Iterate — Go back to any previous stage

Prototype on Paper — What it might look like in the lab

Minimum Viable Product — Rapid prototype

Retire — Time for a new problem/solution

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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 (possibly changing) context

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Key Components of an Action Plan

Action Step
Each goal or objective needs a series of action steps with what needs to happen to achieve this goal.

Responsibility
Whose job is it to perform this task? Who will support?

Ownership
Who is responsible and accountable for ensuring good and timely completion and for corrective action if and when needed.

Timeframe
Milestones and end date.

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Key components of an Action Plan

Resources
Financial and other resources needed to complete this task.

Key Performance Indicators (KPIs)
Measurements of value to indicate how effectively you have achieved your goal.

Information Sharing
A communication plan to keep people involved aware of what is happening all along.

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Good Action Planning in Practice

The cases of the cities of Medellin (Colombia) and Curitiba (Brazil) are excellent examples of innovative and transformational planning and implementation.

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Medellin, Colombia - A laboratory of progressive architectural and urban interventions

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

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Medellin

- 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 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

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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 led to the city's spatial, social, economic and cultural transformation – connecting low-income 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.

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Lessons 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.

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Curitiba, Brazil

- In 1970s, highest urban growth rate in Latin America 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.

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Curitiba Bus Rapid Transit sparked a Transportation Revolution in Cities around the World (PMI Most Influential Projects)

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Public Transport, Land Use and Road Hierarchy used as structuring elements

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BRT is like a Subway on the Surface, costing 200 times less

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

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Garbage Exchange for Food

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Lessons Learned from Curitiba

- Innovation can be promoted in public service delivery even when resources are scarce.
- 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

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How did Medellin and Curitiba do it?

- Medium to long-term timeframe
- Transformational Leadership
- Communication
- Inclusiveness
- Public-Private Partnerships
- Ownership by beneficiaries
- Challenging technological dogmas

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Organizations should encourage their people to make mistakes and take risks [WHITEBOARD]

Yes   No

Innovation thrives in an environment where people can take reasonable risks.

When a risk can lead to catastrophe, zero tolerance for mistakes is necessary.

Most circumstances are not like this.

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Preparation for Session 5

Innovation and Digital Transformation call for significant changes in the ways most public services operate. Please reflect individually and take personal notes on the following questions:

- What are the obstacles in promoting Innovation and Digital Government Transformation in your country? (focus the issues arising from your DTCA)
- In what ways might you and your organization overcome these obstacles to implement your Action Plan for Digital Government? (focus on the main principles of Access, Quality, Inclusion and Responsiveness, People-orientation and Transparency)
- What concrete actions can be taken at the organizational and institutional levels to implement your Action Plan Ideas?
- In what ways might you change your own behavior and actions to achieve the change you would like to see towards digital government transformation in your country?

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Online workshop - Session 4   Thank you

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Online workshop - Session 5

A few things about change

Never doubt that a small group of thoughtful, committed, citizens can change the world. Indeed, it is the only thing that ever has.   Margaret Meade

There is nothing permanent, except change.   Heraclitus

In any given moment we have two options: to step forward into growth or step back into safety.   Abraham Maslow

Let him that would move the world first move himself.   Socrates

It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.
                    Charles Darwin

If you never did you should. These things are fun, these things are good.   Dr Seuss

Faced with the choice between changing one's mind and proving that there is no need to do so, almost everyone gets busy on the proof.   John Kenneth Galbraith

*The road to wisdom? Well,
it's plain and simple to express:
Err
and err
and err again,
but less
and less
and less.*   Piet Hein

Be the change you want to see in the world.   Mahatma Ghandi

Summary of Session 4

- Exploration of how Innovation Labs might be actioned in our country.
- Action planning as a journey, guiding principles and real examples of moving from thinking to taking action.
- Recognition of the importance of taking considered risks, making mistakes, failing, learning and moving on.

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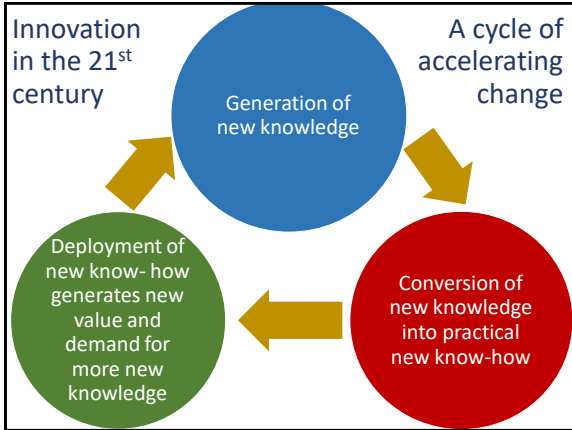

Session 5: Objectives

- Examine different levels of change – contextual, organizational and personal – and how these relate to one another.

- Discover the role of people (Leadership, Workforce) and culture in bringing about organizational change, and the importance of change at the personal level.

- Explore Organizational Action Plans that leverage digital technologies for public service delivery (focusing on Access, Quality, Inclusion and Responsiveness, People-orientation and Transparency)
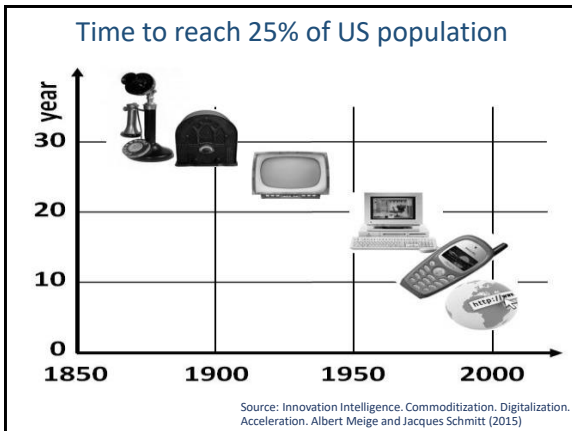
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Innovation and Faster Organizational Change I

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Innovation in the 21st century — A cycle of accelerating change

Generation of new knowledge

Deployment of new know-how generates new value and demand for more new knowledge

Conversion of new knowledge into practical new know-how

Time to reach 25% of US population

year
30
20
10
0
1850 1900 1950 2000

Source: Innovation Intelligence. Commoditization. Digitalization. Acceleration. Albert Meige and Jacques Schmitt (2015)

Pre-pandemic **fast change**

Pandemic & beyond **faster change**

with changes in life and work

with deeper transformations in life and work

Accelerating change is the "new normal"

Three levels of change

1. Contextual change
2. Organizational change
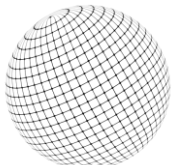3. Personal change

Contextual change

Changes in society, technology, industry, citizens, clients, competitors, employees, ways of living and working

No organization, no individual alone can significantly influence contextual changes. Nobody can remain indifferent.
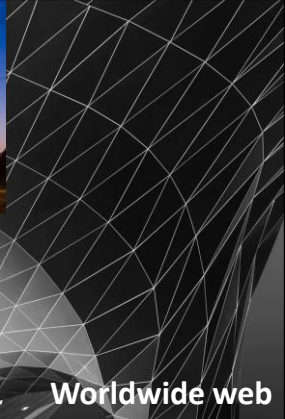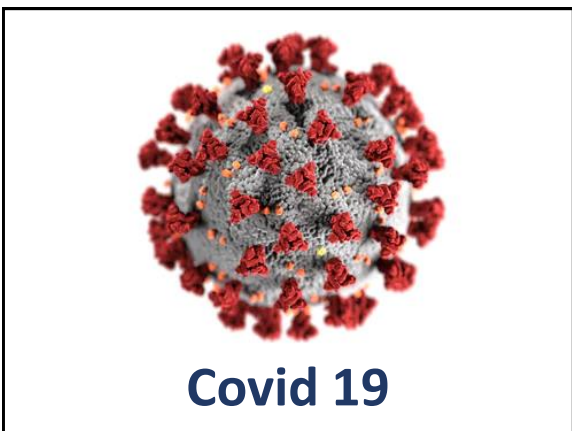
Electricity

Globalization

Worldwide web

New high impact technologies
AI
BioTech
Vertical Farming
Blockchain
and many more

Climate change

Covid 19

Organizational change

Integrating new technologies, systems, processes, products, services, behaviors and norms in existing institutions

Individuals take responsibility in leading and participating in organizational change. When it is happening all people in the organization are impacted.

Digital Transformation and Digital Government

A huge potential source of new value for organizations and those they serve

Personal change

Change in our mindsets and actions

The only change over which every person has a good degree of control

Three levels of change

1. Contextual change

How fast can our organization adapt to contextual change?

2. Organizational change

How fast can we and our people adapt to organizational change?

3. Personal change

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Challenge # 1
How fast can our organization adapt to contextual change?

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POLL
Which are the greatest obstacles to Innovation and/or Digital Transformation in public administration in your country? (Check up to 3)

1. Lack of financial resources.
2. Lack of technical expertise.
3. Cumbersome regulations and/or procedures.
4. Politicians.
5. People in public service.
6. Unwillingness to change.
7. Fear of failure.
8. Me (you).
9. Something else (please note)?

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Innovation and Faster Organizational Change II

DESA | Innovation and Digital Government for Public Service Delivery

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People have a crucial role in realizing Innovation and Digital Government

1. **Leadership** (1st dimension of the DTCA)

2. **The Workforce** and their **Professional Development** (6th dimension of the DTCA)

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There are those who make things happen …

… those who watch things happen …

… and those who wonder what happened!

Change in the organization

Leaders must have a plan

Building Digital Transformation Capabilities, Holistic Approach, Systems Thinking, Strategic Framework, Stakeholder Analysis, Strategy, Action Plan.

Leaders must mobilize people

- Gaining acceptance for change
- Generating new learning
- Organizing teams for action
- Ensuring accountability
- Changing mindsets
- Creating a new culture

Culture eats strategy for breakfast

(attributed to Peter Drucker)

Determinants of Culture

CONTEXT: Environment
LEGACY: Organization's History
LEADERSHIP: You & your people

LEADERSHIP can shape up to 80% of culture
(attributed to Goran Ekvall)

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Classic 8-step Process for Leading Change
A top-down process

1. Create a sense of urgency
2. Build a guiding coalition
3. Form a strategic vision and initiatives
4. Enlist a volunteer army
5. Enable action by removing barriers
6. Generate short-term wins
7. Sustain acceleration
8. Institute change as a way of life

Source: "Leading Change" John Kotter (1995)

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Contemporary approaches to change
Emphasis on autonomous problem-solving teams

Innovation Labs
use
Human Centered Design Thinking
to
Resolve Complex Problems

Contemporary approaches are AGILE
Emphasis on autonomous problem-solving teams

SCRUM
A purposefully incomplete framework built on "SPRINTS" and the collective intelligence of its practitioners

LEAN
Concentrates on reducing waste and continuous improvement

KANBAN
Focuses on reducing lead times and work in progress

Contemporary approaches to change
Emphasis on emotions and behavior as well as reason and facts

STORY-TELLING: a primary communication tool

Storytelling for organizational change:

1. Focuses on the **human emotions** at work.
2. More **persuasive** than just listing facts.
3. More **engaging** therefore more memorable.

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Top-down and bottom-up approaches are synergistic not contradictory

The top-down approach establishes a holistic approach to organizational transformation.

The **bottom-up approach** recognizes the value of people as innovators and instigators of change

Blending the two approaches is likely to make Digital Government Transformation happen faster and more effectively.

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Digital Government Transformation
The human dimensions of the DTCA

Leadership sets strategy using a systems-driven approach, based on principles and values with a clear strategic framework, stakeholder analysis and action planning (1st DTCA dimension)

The **Workforce** enriched with new learning and training contributes through collaborative and creative problem-solving (6th DTCA dimension)

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Change in the organization

Leaders must themselves face the unknown

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Tips for Personal Change

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Challenge # 2

How fast can we and our people adapt to organizational change?

4 Tips

for
personal creative change

Tip # 1

Most problems have many solutions

Niels Bohr
Nobel Prize in Physics, 1922

Tip # 2

When you change the way you look at things …

… the things you look at change

Imagine

Tip # 3

Courage

What is courage?
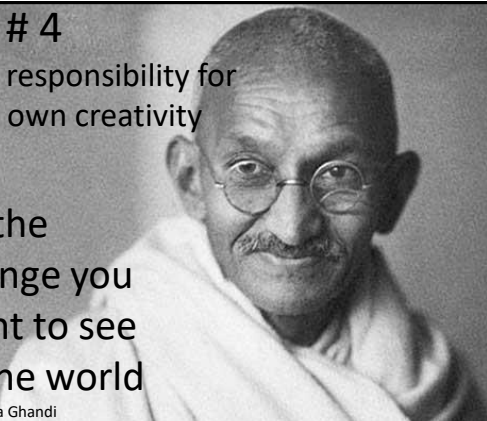In a University exam in France students had an hour to develop this subject.

Tip # 4
Take responsibility for your own creativity

Be the change you want to see in the world

Mahatma Ghandi

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DISCUSS WITH YOUR TEAM

Based on your insights from this workshop, what actions could your organization take over the next year and beyond? [BREAKOUT TEAMS]

Consider in particular Access, Quality, Inclusion and Responsiveness, People-orientation and Transparency.

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Online workshop   Thank you

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