

The logo for DIGIT 4 Sustainable Development is contained within a white circle. The word "DIGIT" is in large, bold, black letters with a blue horizontal bar above the 'i'. Below it, "4 Sustainable Development" is written in blue. The circle is surrounded by a multi-colored line with small circles at intervals.

**DIGIT**  
**4 Sustainable Development**



**Module 4 – Implementation**  
**Submodule 4.1**  
**Implementation Frameworks**  
[beta version]



## Thus far, you have learned about...

**3.1 Identification of Target Areas** – introduced you to conducting (environmental) analyses and the linkage between SDGs and target areas

**3.2 Stakeholders & Partnerships** – introduced you to techniques to evaluate the situational awareness of actors and methods for engaging with them

**3.3 Performance indicators** – introduced you to the importance of (ICT-) indicators in the attainment of SDGs



## In this section, you will learn...

### About the Implementation Canvas

- What is it?
- What are its building blocks?
- Case of Bangladesh' s Financial Inclusion

### About the Results Framework

- Concept
- Significance
- Elements and Challenges



# Objectives

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By the end of this submodule, you will be able to:

- Create your own Implementation Canvas
- Learn about the building blocks of Implementation Canvas
- Draft your own Results Framework

# Completion Time



- In total there are around **46 pages** for this submodule. It will take approximately **60 to 90** minutes for each user to complete. This is an indication and can differ per user.
- Feel free to skip some parts of this submodule if you are already familiar with the content.

# Other Information

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- You can read along (PDF) as well as listen to the content (audio) while taking this course;

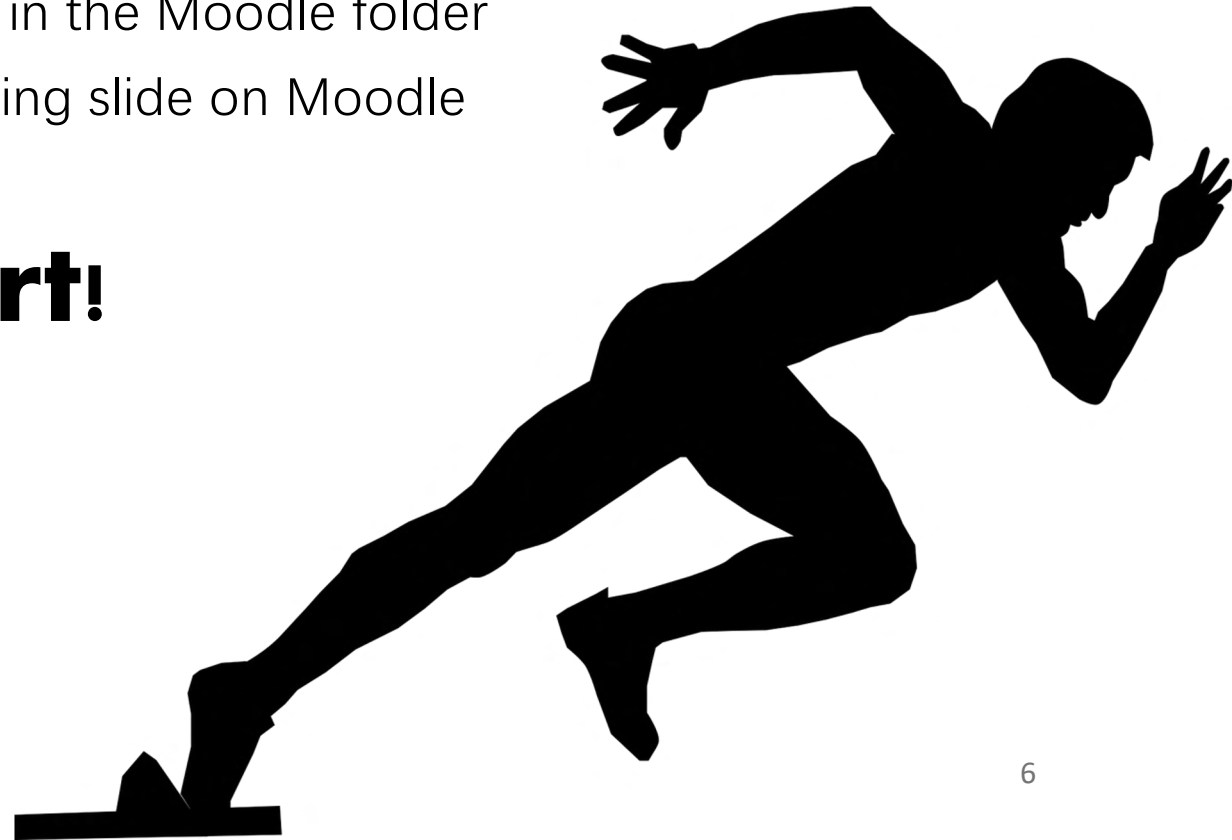


Course material (PDF) can be downloaded in the Moodle folder



Audio can be streamed on the corresponding slide on Moodle

## Let's start!



## General Concept of Implementation

- Process that turns strategies and plans into actions in order to accomplish strategic objectives and goals.
- The strategic plan addresses the **what** and **why** of activities, but implementation addresses the **who**, **where**, **when**, and **how**. (Oslen, 2008)
- Comes after the planning phase

# Factors affecting DigitalGov Implementation

## 1. Institutional

- Organizational Structure
- Prioritisation of Deliverables
- Organizational Culture

## 2. Technology

- IT standards
- E-government Portal and Access



# Factors affecting DigitalGov Implementation

## 3. Social

- Citizen-Centric Focus
- Awareness
- The Digital Divide

## 4. Political

- Government Support
- Funding



# DigitalGov Implementation Canvas



- Consists of nine building blocks
- Assists in understanding implementation design
- Elements have a tendency to change overtime
- Provides a holistic picture of a project consisting of the various elements
- Inspired by Business model canvas

# DigitalGov Implementation Canvas



Ministry or Agency Name:

Date:

Primary Canvas  
 Alternative Canvas

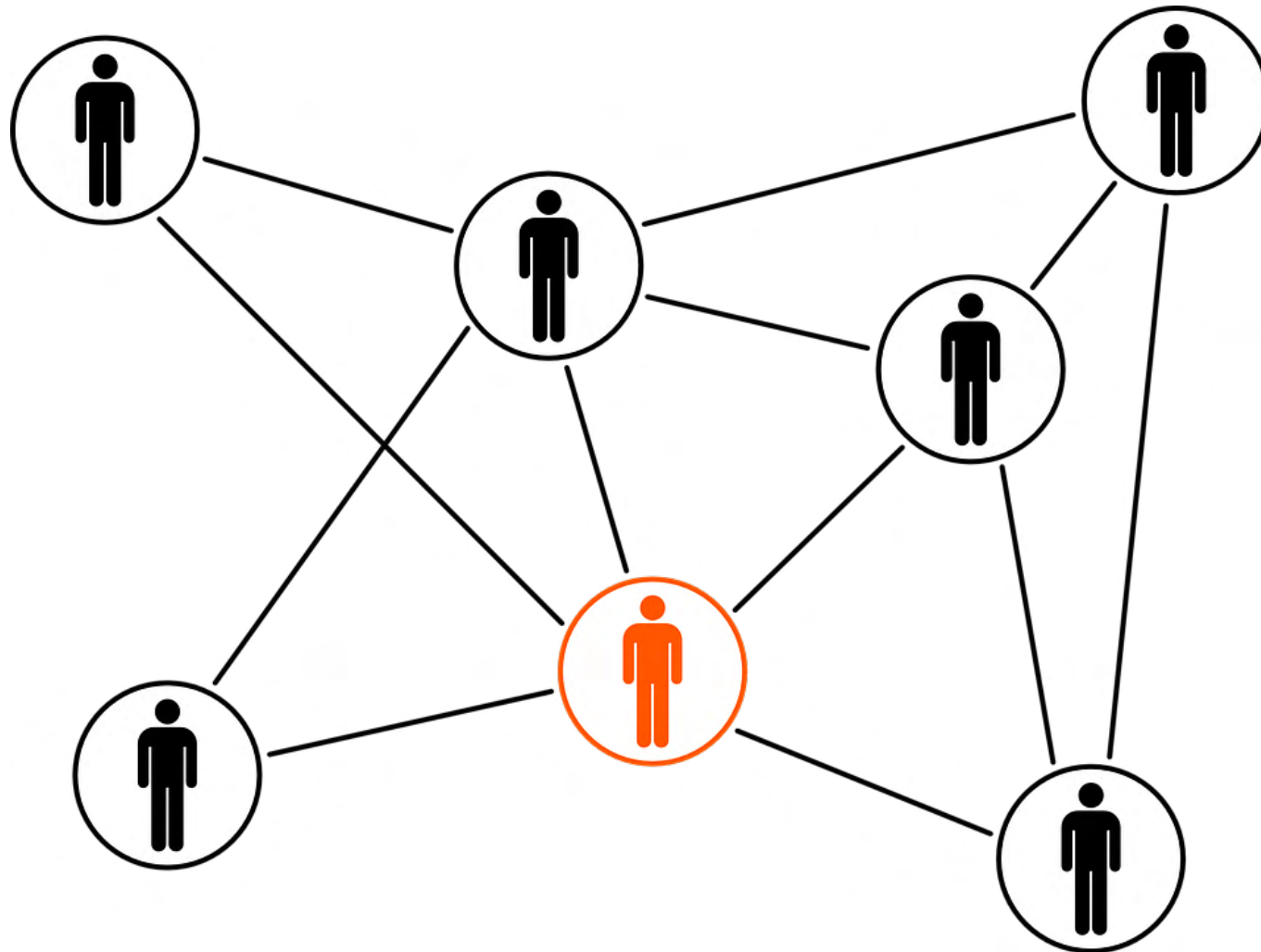
<b>Partners</b>	<b>Activities</b>	<b>Selected SDG Target</b>	<b>Service Delivery</b>	<b>Target Audience</b>
	<b>Policy &amp; Resources</b>		<b>Digital Channels</b>	
<b>Funding</b>			<b>SDG Indicator</b>	

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# Elements/Building Blocks

1. Partners
2. Activities
3. Policy and Resources
4. Selected SDG target
5. Service Delivery
6. Target Audience
7. Digital Channel
8. Funding
9. SDG indicator



## Partners



- Includes the agencies, departments and governments involved in the implementation of the projects
- Identifying partners is crucial



# Activities

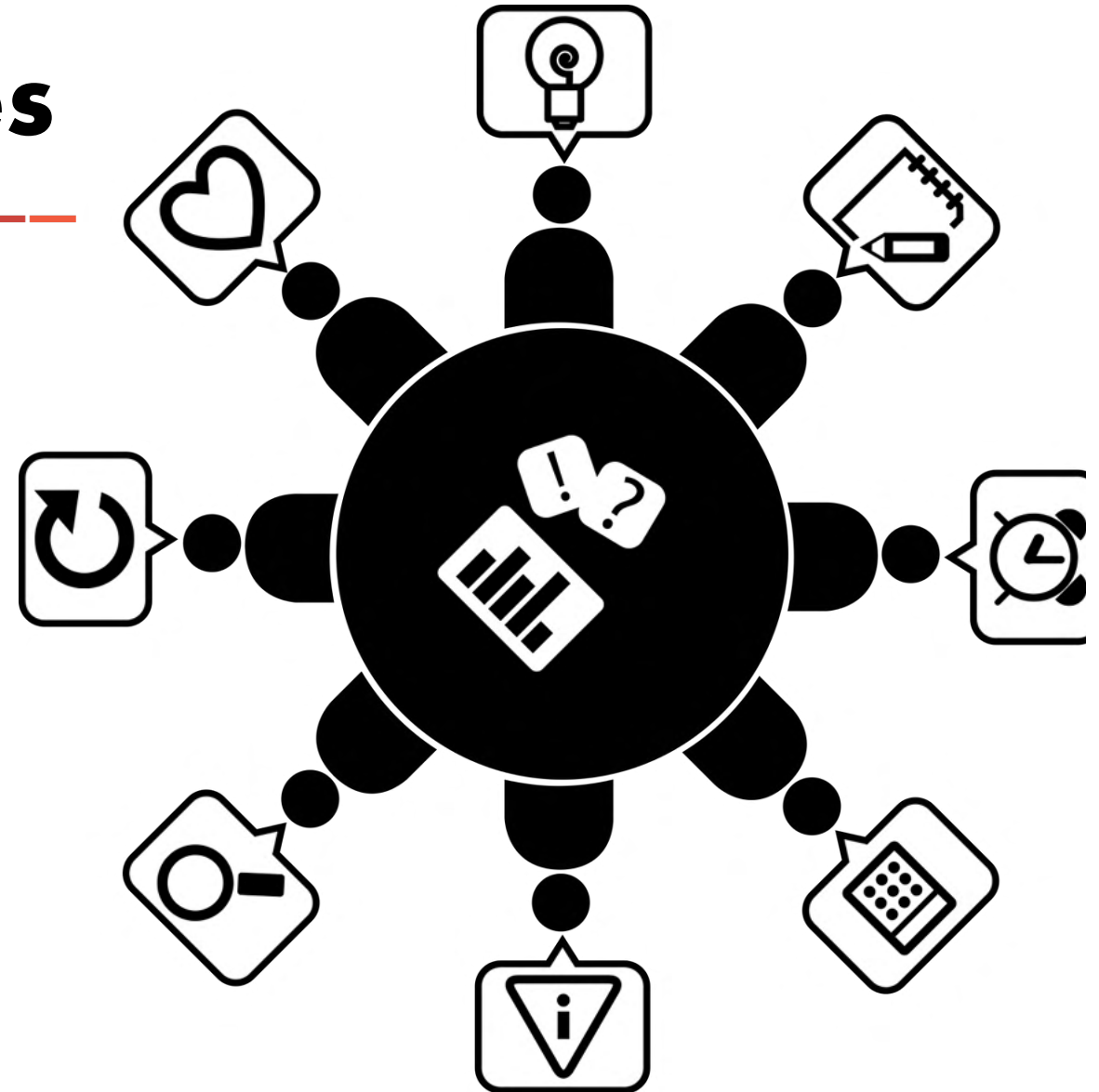


- This includes the specific actions involved in the project
- Actions which are associated with delivering project goals.



# Policy and Resources

- Evaluation of policies and resources linked with the project is necessary for an effective implementation canvas



# Selected SDG Target

- The implementing agency needs to clarify the SDG target which will be targeted in the project.
- In total, there are 169 SDG targets and are grouped with specific SDGs
- Example targets



<p><b>TARGET 5-1</b></p> <p>END DISCRIMINATION AGAINST WOMEN AND GIRLS</p>	<p><b>TARGET 5-2</b></p> <p>END ALL VIOLENCE AGAINST AND EXPLOITATION OF WOMEN AND GIRLS</p>	<p><b>TARGET 5-3</b></p> <p>ELIMINATE FORCED MARRIAGES AND GENITAL MUTILATION</p>	<p><b>TARGET 5-4</b></p> <p>VALUE UNPAID CARE AND PROMOTE SHARED DOMESTIC RESPONSIBILITIES</p>	<p><b>TARGET 5-5</b></p> <p>ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING</p>
<p><b>TARGET 5-6</b></p> <p>UNIVERSAL ACCESS TO REPRODUCTIVE HEALTH AND RIGHTS</p>	<p><b>TARGET 5-A</b></p> <p>EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES</p>	<p><b>TARGET 5-B</b></p> <p>PROMOTE EMPOWERMENT OF WOMEN THROUGH TECHNOLOGY</p>	<p><b>TARGET 5-C</b></p> <p>ADOPT AND STRENGTHEN POLICIES AND ENFORCEABLE LEGISLATION FOR GENDER EQUALITY</p>	

# Service Delivery

- Service delivery is what will be provided in the project.
- This can include skills training, language training, ICT training







# Target Audience



- Need to clarify the targeted audience of the project
- Target audience is dependent on the resources/funding of the project which is the next element



## Digital Channel

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- The channel being used in the implementation design
- Example: Online training, mobile apps





# Funding



- Funds available for the project and ways through which project funds can be acquired
- Other agencies responsible for providing necessary funds for an effective project implementation

# SDG Indicator



- The SDG indicator being used in the implementation strategy
- For example Indicator 16.6.2: Proportion of the population satisfied with their last experience of public services (United Nations 2018)



Ministry or Agency Name:

Date:

Primary Canvas  
 Alternative Canvas

# Case Study: Financial Inclusion in Bangladesh



<b>Partners</b>	<b>Activities</b>	<b>Selected SDG Target</b>	<b>Service Delivery</b>	<b>Target Audience</b>
<ul style="list-style-type: none"> <li>Government of Bangladesh</li> <li>Sustainable Finance Department of Bangladesh Bank</li> <li>Access to Information (a2i) (Prime Minister's Office)</li> <li>The Bangladesh Post Office</li> </ul>	<ul style="list-style-type: none"> <li>Data Collection</li> <li>Identify data gaps</li> <li>Develop capacity</li> <li>Assist lead agencies</li> </ul> <p><b>Policy &amp; Resources</b></p> <p>National Financial Inclusion Strategy (NFIS)</p>	<p>Goal 8</p> <p>8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all</p>	<p>Empowerment initiatives in agriculture, financing/refinancing of micro and small enterprises (MSMEs)</p> <p><b>Digital Channels</b></p> <ul style="list-style-type: none"> <li>Mobile Financial Services</li> <li>Agent Banking Service</li> </ul>	<p>Adults (15 years or older)</p>
<p><b>Funding</b></p> <ul style="list-style-type: none"> <li>UN DESA</li> <li>Government of Bangladesh?</li> </ul>			<p><b>SDG Indicator</b></p> <p>SDG indicators 8.10.1 and 8.10.2</p>	



# Results framework



## What is it?

- Sequence of implementation steps
- Serves as a key tool in the development landscape
- Important for its development to understand the objective of the project clearly.

# Significance ?

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- Important first step in forming an actual strategy.
- Assists key objectives.
- sets the foundation for numerous other management and planning functions

# Elements



The Results Framework includes implementation elements (inputs, activities, outputs) as well as results elements (outcome and impact).





# Inputs



- Personnel and other resources necessary for producing outputs
- Often confused with activities
- Things that we use in the project to implement it.

Inputs

Activities

Outputs

Outcomes

Impact

# Activities



- Actions associated with delivering project goals.
  
- Actions in order to achieve the aims of the project.

Inputs



Outputs

Outcomes

Impact

# Output



- Specific products produced after the project implementation
- First level of results
- Goods or services that followed from an intervention.

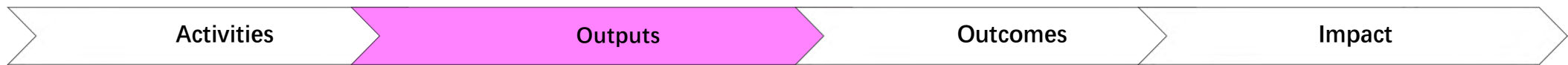
Inputs

Activities


Outputs

Outcomes

Impact



# Outcomes

- 
- Benefits of the particular goods or services (outputs) to target population.
  - Intended changes in development
  - Second level of result
  - Relate to the project goal or aim.

Inputs

Activities

Outputs

Outcomes

Impact



# Impact



- Multidimensional
- Third level of results
- Difficult to measure true impact of a project
- Positive and negative, primary and secondary long-term effects produced by a development intervention

Inputs

Activities

Outputs

Outcomes

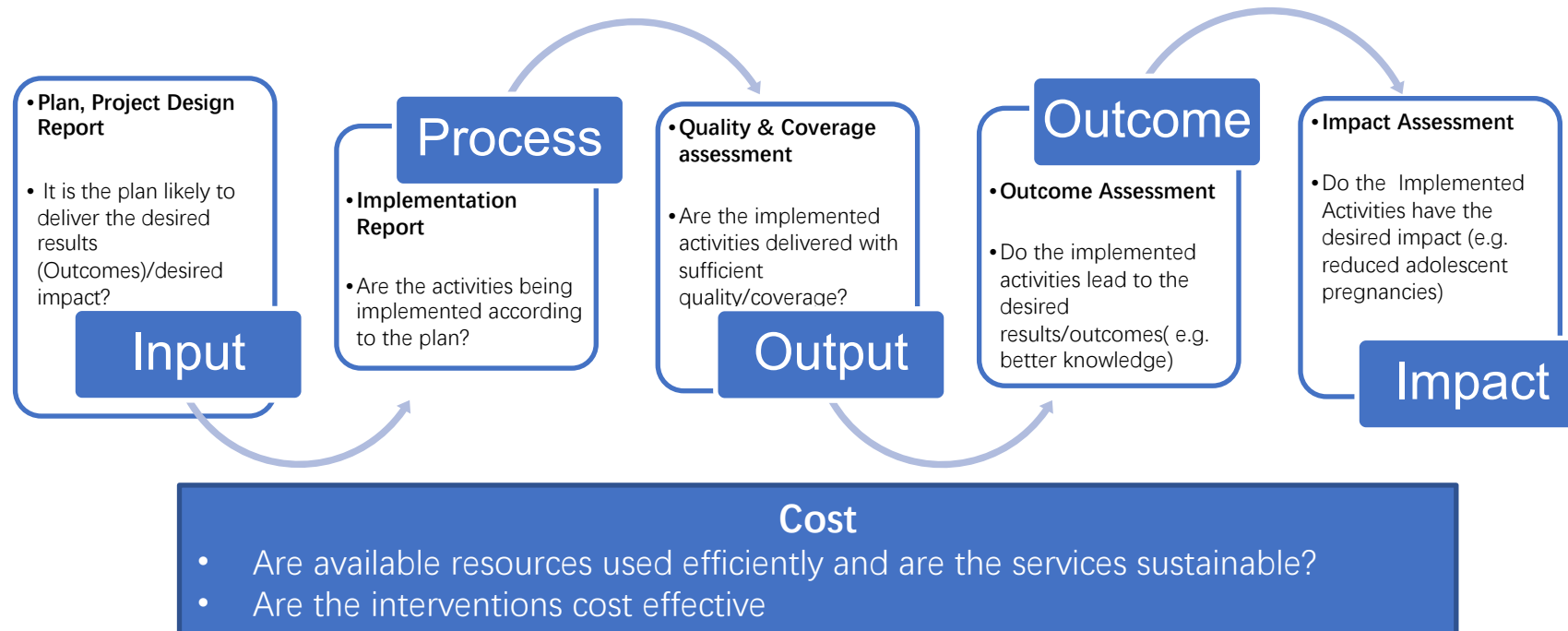
Impact

# Difference between Outputs and Outcomes

Outputs are the specific products and services which emerge from processing inputs

Outcomes are actual or intended changes in development conditions that interventions are seeking to support.

# Example: Measuring adolescent Health Services in India



# Results Framework Example

## SDG Target 16.9

<b>Input</b>	Data: 15% of under 5 children have received registration
<b>Activities</b>	Involve health care providers during vaccination period to encourage or to support birth registration on District X. utilize telemedicine, mobile-health and other innovative approaches.
<b>Output</b>	SDG indicator 16.9.1: Increase to 50% by 2025
<b>Outcome</b>	An innovative and model practice of birth registration
<b>Impact</b>	Leaving no one behind.





# Design Requirements

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1. Understanding the problem and desired outcomes
2. Determining objectives and interventions
3. Specify the problem logic
4. Building stakeholder consensus
5. Selecting appropriate indicators for measuring intended outputs and outcomes
6. Set target values
7. Explore availability of data

# Prerequisites



- Understanding of the problem
- Initial theory of change
- Evidence required for assessing desired outcomes
- Available data sources



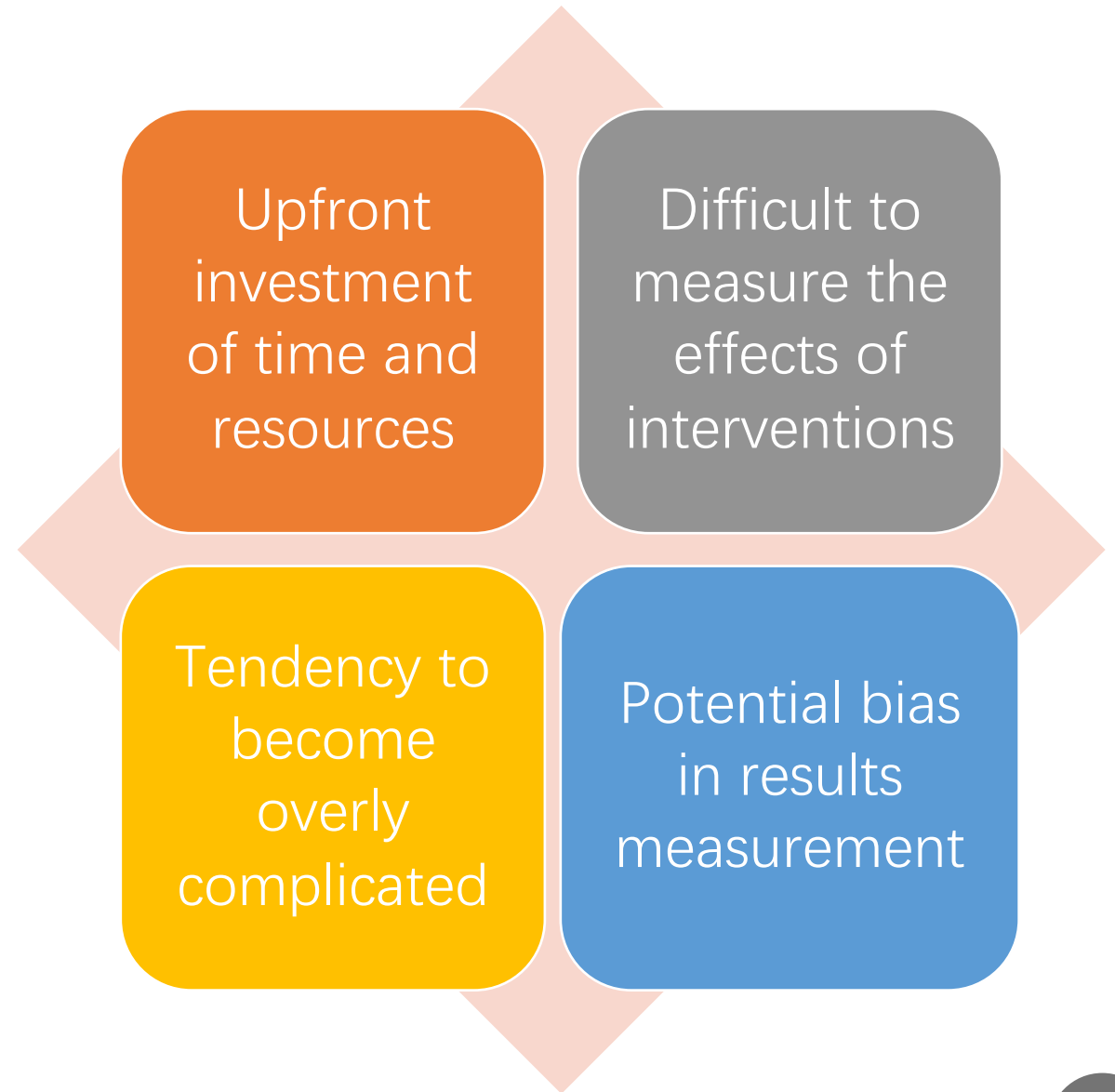
# Theory of Change and its Purpose

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- Method of explaining a given intervention
- Assists in identification of risks and assumptions
- It can assist to systematically think through the many underlying and root causes of development challenges
- Provides a framework for learning both within and between programming cycles.

# Challenges

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# Comparison



## Implementation Canvas

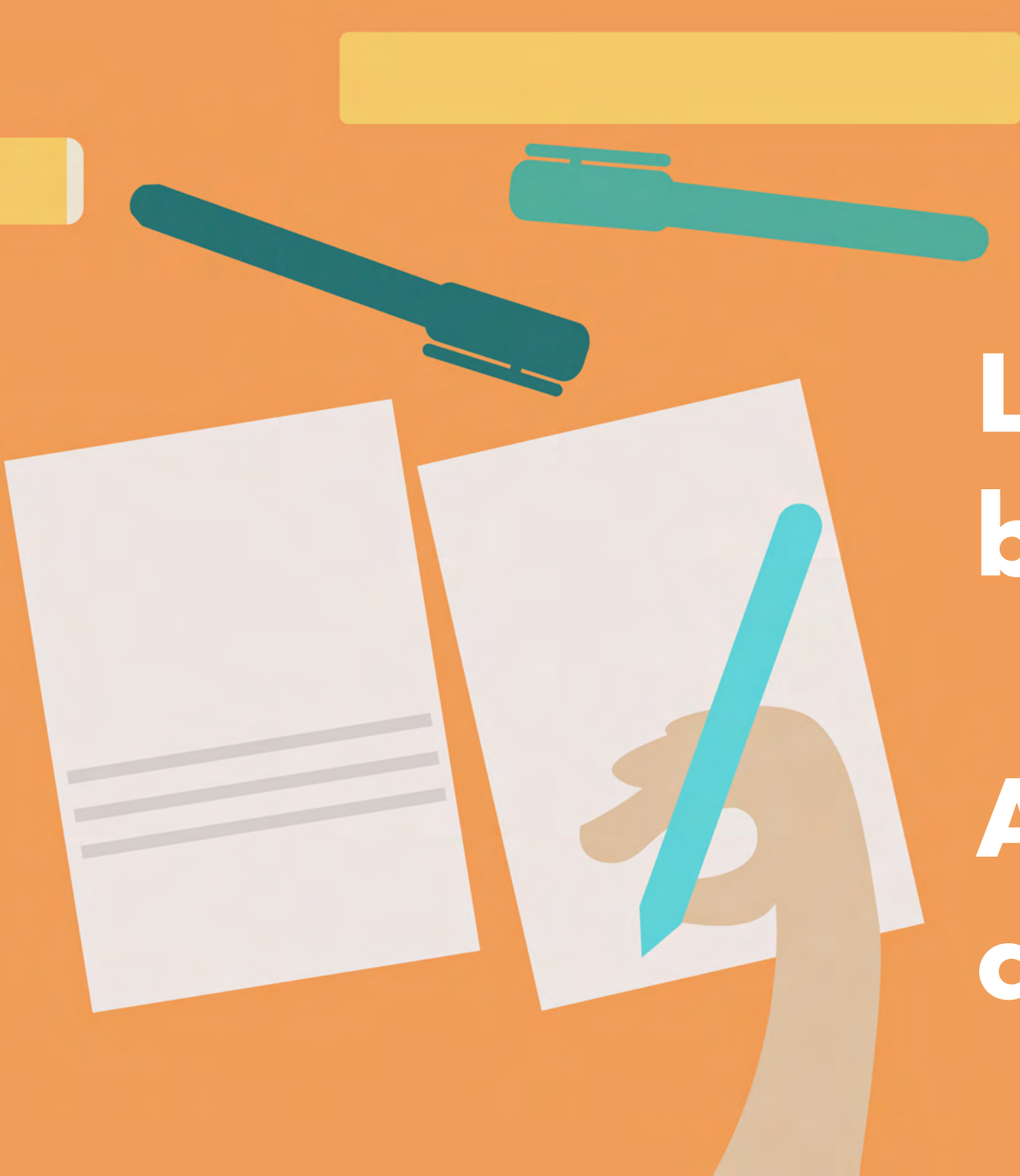
1. The implementation canvas provides a holistic picture of a project consisting of the various elements
2. Elements have a tendency to change
3. Easy to analyze the project
4. Foundation for planning and management functions

## Results Framework

1. The results framework provides a systematic approach for selecting the right steps for achieving the desired results
2. offers a good illustration of the achievement intentions for those involved in the project as well as the community in general
3. Identifies progress and guidance throughout the entire project
4. Helps adopting a results-oriented approach
5. Acts as a vehicle for communicating about the resources, activities, and outcomes to program staff, development partners, or other stakeholders.







**Let's take a  
break!**

**Are you up for a  
challenge?**

# Question

Which of the following is/are prerequisites of a results framework?  
(Can be more than one)

- a) Implementation Canvas
- b) Availability of Data
- c) Theory of Change
- d) Determining objectives
- e) All of the above

# True or False

Funding is one of the elements of Implementation Canvas.

- a) Yes
- b) No

# Conclusion

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- Implementation Canvas provides a holistic picture of a project consisting of various elements. It consists of nine elements. Consists of nine building blocks.
- The results framework is a sequence of implementation steps that indicate cause and effect relationships between various steps as well as the desired outcome. There are six steps of developing a results framework.



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**4**  
**Implementation**

The logo consists of a blue gear icon with the number '4' inside it, surrounded by the word 'Implementation' in a circular arrangement. The entire logo is set within a blue circular frame.

# Congratulations!

You have reached the end of submodule 4.1 on the Implementation .

Thank you for joining us in this exciting journey.

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Under this submodule, you were introduced to:

- ✓ Concept of Implementation Canvas
- ✓ Building blocks of Implementation Canvas
- ✓ Theory of Change
- ✓ Results Framework
- ✓ Steps of developing a Results Framework

You may proceed to the next submodule 4.2 on Stakeholders & Partnerships



## Sources & Recommended Reading

Please check the PDF in the folder



# Contact us for inquiries or questions

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**DPIDG@un.org**

**Or post your questions/comments in the forum!**

**Please note that this is a beta version. We appreciate your feedback so we can further improve our toolkit**



## **Acknowledgement**

The toolkit DiGIT4SD (beta version) was developed under the general guidance of Juwang Zhu and Vincenzo Aquaro. The conceptual framework and overall content development of the toolkit was guided and facilitated by Wai Min Kwok and Olivia Lin. This submodule was developed by Hassaan Ali Khan and reviewed by Wai Min Kwok. Substantive contributions were made by Olivia Lin.

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Division for Public Institutions and Digital Government

