Innovation and Digital Government for Public Service Delivery

Day 2

Exploring Key Concepts and Conducting the Digital Transformation Assessment
### Innovation and Digital Government for Public Service Delivery

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Key Concepts from Day 1

- 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
Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery
The Government Innovation Context

Technology
10,000 mph

Organization & management
1000 mph

Public policies
10 mph
To Achieve the SDGs

• Public sector capacity must be bolstered at the national and local levels

• This requires:
  • Institutional innovations
  • Organizational innovations
  • Process innovations
  • Conceptual innovations

Source: UN DPIDG Interim Policy Brief Capacity Development Unit
Innovation requirements

- Public sector capacity must be bolstered at the national and local levels
- Developing capacities for e-government transformation is essential for digital transformation
- Capacities for digital transformation are required at societal, institutional, organization and individual levels
  - It entails fundamental changes in the mindsets of public servants and in the way public institutions collaborate
- Digital government transformation must not be seen as a technology-led process
- This is the approach that the most advanced e-government countries have adopted.

Source: 2020 UN E-Government Survey
Innovation and Digital Government for Public Service Delivery

https://cidt.org.uk/capacity-strengthening/key-terminology-unpacked/
Digital Government

• Digital government is not an end, but a means to improving public service delivery, increasing people’s engagement, enhancing transparency, accountability and inclusion and, ultimately, to making life better for all.

Source: UN e-Government 2020 Survey Report
Capability to Innovate Varies

- Governments around the world are using digital technologies to innovate the way they operate, share information, make decisions and deliver services, as well as to engage and partner with people to solve policy challenges of public concern.

- Yet, many countries remain ill-equipped to effectively leverage digital technologies and provide accessible, reliable, fast, personalized, secure and inclusive services and empower people through open and participatory mechanisms.

Source: UN e-Government 2020 Survey Report
Realizing Innovation in PSD

**Principles**
1. Access
2. Quality
3. Inclusion and Responsiveness
4. People-drive and personalized
5. Transparency and accountability of service delivery

**Strategies**
1. Institutional and organizational innovation
2. Transformation of leadership and public officials capacities
3. Process Innovation
4. Organizational culture
5. Leverage the potential of ICTS which create new opportunities for innovation
Five Main Principles to Guide Innovation in PSD

- Access
- Quality
- Inclusion and Responsiveness
- People-driven and personalized services
- Transparency and accountability of service delivery
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.
  - Global, regional and national commitments to sustainable development and poverty reduction require that all citizens, men, and women, have equal access to quality services.

• Target 16.9 of the 2030 Agenda is devoted to access.
Quality

• High-quality service delivery includes – but is not limited to:
  • degree of excellence of the services offered
  • availability of quality government services at times and in ways that are more 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
Inclusion and responsiveness to the needs of the furthest left behind

- The principle of “leaving no one behind” implies that 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.
People-driven and personalized services

• Utilizing mechanisms that have proven to collect feedback from people and that succeed in engaging them in the delivery of services
Transparency and accountability of service delivery

• Ensure transparency in service delivery and accountability to ensure that resources are going to the most vulnerable groups
Five Central, Interlinked and Interdependent Strategies to Enable Innovation in PSD

1. Institutional and organizational innovation
   • Particularly collaborative governance frameworks (whole of government and whole of society approaches) to deliver integrated services

2. Transformation of leadership and public officials capacities

3. Process innovation
   • Including innovative channels and mechanisms for partnership building and people engagement

4. Organizational culture to promote integrity, the principles of the 2030 Agenda, knowledge sharing and management for innovation, transparency and accountability

5. Leveraging the potential of ICTs, which creates new opportunities for innovation

Source: UN DPIDG Policy Brief Capacity Development Unit
Plenary Discussion

Whole of Government Approach refers to a cross-sectoral and cross-organizational consideration of individuals’ needs with reference to delivering digital services in a more integrated and coordinated manner.
2.3. Conducting the Digital Transformation Assessment Part 2

- **Group Formation**
  - We will form 6 groups
  - Count off by 6’s
    - All #1 are Group 1, all #2 are Group 2, all #3 are Group 3, all #4 are Group 4, all #5 are Group 5, and all #6 are Group 6.
  - Move to your small group location.

- **Group Assignment**
  - Each group will be assigned one dimension.

- **Group Process**
  - Refer to the results of your assessment as you do this exercise.
  - Refer to Exercise Instruction Sheets for next steps.
Innovation and Digital Government for Public Service Delivery

Lunch Break
2.3. Conducting the Digital Transformation Assessment Part 2

- **Group Formation**
  - Continue in your assigned groups.
  - Resume your group in your small group location.

- **Group Assignment**
  - Continue to focus on the assigned dimension.

- **Group Process**
  - Refer to the results of your assessment as you do this exercise.
  - Refer to Exercise Instruction Sheets for next steps.
Plenary Discussion

Conducting the Digital Transformation Assessment
Systems Thinking and Situational Awareness
Interconnectedness

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
A question for your consideration

Is there such a thing as a system?
The question:

Is there such a thing as a system?

An answer:

Depends on what you mean by a system.
The question:

Is there such a thing as a system?

An answer:

Depends on what you mean by a system.

So, what do you mean by a system?
A Definition

A *system* is a *collection* of elements or *components* that are *organized* and *interact* for a common *purpose*.

Scribd.com
Main Concepts of Systems Thinking

• **Collection**
  • Identifiable parts and boundaries, i.e., you can tell what’s part of the system and what’s not.

• **Organized**
  • Identifiable structure of the system that shows relationships among the components.

• **Interaction**
  • Identifiable processes that affect the components and other conditions.

• **Purpose**
  • One or more identifiable desired outcomes of the interactions.
What is Systems Thinking?

Goal seeking and feedback

![Diagram showing the concept of systems thinking with action, effect, and feedback cycles.](image)
Archetypes

- **Archetypes** are recurring patterns of behavior that give insights into the structures that drive **systems**.

- They offer a way of thinking about **systems dynamics** across a diversity of disciplines, scenarios, or contexts. They are defined as **archetypes**, which can be seen as the storylines of **systems** in the world.

https://medium.com/tools-for-system-thinkers
Socio-Technical Systems

- **Purpose**
  - Is combination of social and technical outcomes

- **Components**
  - Are a mix of social and technical entities

- **Dynamics**
  - Consist of interacting social and technical processes

- **Structures**
  - Consist of both social and technical relationships

- **Goals**
  - Are both social and technical outcomes
Some Socio-Technical Systems
Systems Thinking Concepts

• Process, process, process
• Holistic perspective: big picture view
• Input-process-output-feedback
• Links and loops, not linear chains
• Focus on dynamic complexity, not detail complexity
• Importance of mental models and process maps
• Looking for archetypes
Basic Ideas

You can't do just one thing!

“The world is filled with relationships, and anything we do is going to impact parts of the system that we may never have even thought of.”

(Richard Heinberg)
Real World Environment

- Customers
- Constituencies
- Legal Context
- Economic Conditions

Program, Policy & Economic Context
Organizations & People

Organizational Setting

- Structure
- Staffing
- Budget
- Linkages
The Work

- Info Flow
- Workflow
- Value-Added

Business Processes
Technology Solutions & Tools

- hardware
- software
- platforms
- infrastructure
Organizational Complexity

Program, Policy & Economic Context

Organizational Setting

Technology Solution

Business Processes
Basic Ideas

• Looking for circles of causality, not linear chains
• Understanding feedback, delay, and noise
• Looking for consistent patterns of change
• Paying attention to the big picture
The Wicked Problems of Government
THE ICEBERG MODEL: WAYS OF EXPLAINING REALITY

Events Orientation looks for immediate cause and effect

Events

Patterns

Trends

Structures

Mental Models

What Just Happened?

What’s been Happening?

What are the common forces at play? 5 Whys

How do processes and organization impact?

How does our thinking allow this to persist?

Systems Thinking looks beneath the surface at the patterns, trends, structures and systems at play
Spilled Oil
Recognizing Patterns System Archetypes

- Fixes that fail
- Limits to success
- Drifting Goals
- Escalation
- Growth and Underinvestment
- Shifting the burden/addition
- Success to the successful
- Tragedy of the commons
Stakeholder Analysis
Stakeholder Analysis

- What is it?
- What is it good for?
- Some Limitations
- How to get started
Stakeholder Analysis: What is it?

• A structured analysis of the main logic of a program or systems initiative

• Objects of analysis include
  • Customers
  • Resource suppliers
  • Expected results
  • Possible tools

• A programmatic assessment

• A business case
Stakeholder Analysis: What is it good for?

- Understanding the external environment of an agency or program
- Discriminating among stakeholder groups
- Specifying the possible results of an innovation
- Matching stakeholders with results
- Estimating impacts on stakeholders
- Making a rough assessment of data availability and data needed for a more complete evaluation
- Choosing a “good” problem
Stakeholder Analysis: Are there Limitations?

• Makes assumptions about causal relationships and processes

• Mixes qualitative and quantitative impacts

• Does not gather or generate enough hard data to draw solid conclusions
Strategic Framework
Strategic Thinking

“A strategic orientation, whether in government or business has five distinguishing features:

• Concerned with mission-critical activities
• Time dimension is long-range
• Looks outward, beyond organizational boundaries
• Seeks maximum ROI
• Places high value on technological, human and information resources”

(Anderson, Belardo & Dawes, 1994)
Strategic Framework: What is it?

An analysis of the internal and external factors that a public organization must consider to achieve a program or service objective.
Strategic Framework

New Partners

- Internal
- External

Resources

- Information
- Other Resources

Initiative

Innovations

- Inside the Agency
- External

Customers

- Products
- Services
Customers

A person or organization who makes use of the service you intend to provide.
Partners

A partner is a willing participant in a joint enterprise who **invests** staff time, equipment, money, or credibility in the creation and operation of the service. Partners **share** costs, risks, and benefits and engage in active, trustful working relationships with one another.
Innovation

Products and services that could be used to design, develop, or deliver a new service or to **offer an existing service in a new way**. In the example, the World Wide Web is an innovation that allows customers to be able to link to data sources 24 hours a day.
Resource

Something of value that is necessary to the success of the service. When using the Strategic Framework, it is usually useful to specify what resource(s) are associated with an organization, rather than just the organization’s name.
Strategic Framework: What is it good for?

• Identifying potential partners to help achieve those objectives
• Identifying information and other resources that will be needed
• Identifying innovative products and services that might be relevant
• Getting more specific about the customers of the service
Strategic Framework: Are there Limitations?

• Focuses on “enablers” but identify barriers
• Lacks the detail need to craft a project plan or design a system
2.4.1 Contextual Awareness

• Group Formation
  • We will form 3 groups
  • Count off by 6s
    • All #1s & #2s are Group 1
    • All #3s & #4s are Group 2
    • All #5s & #6s are Group 3
  • Move to your small Group location.

• Group Assignment
  • Each group will be assigned 2 dimensions
  • There are three Exercise Instruction Sheets for this section. Each exercise builds on the next so please do them in order.
    • Exercise Instruction Sheet 2.4.1.a
    • Exercise Instruction Sheet 2.4.1.b
    • Exercise Instruction Sheet 2.4.1.c

• Group Process
  • Refer to the first Exercise Sheet 2.4.1.a.
Introduction to Action Planning Part 1
Action Planning

• What is it?
• Why do you do it?
• What makes up a good action plan?
• How do you know you are done planning?
• What are the tools and techniques you use to create a successful action plan?
An Action Plan

• An Action Plan or Action Programme is a detailed plan with specified actions that are needed to achieve a goal.

• An Action Plan can also consist of a series of steps that must be taken to successfully complete a certain strategy.

https://www.toolshero.com/personal-development/action-plan/
Why do Action Planning?

“Without goals, and plans to reach them, you are like a ship that has set sail with no destination.” —Fitzhugh Dodson
Action plans answer questions

• What actions or changes will occur?
• Who will carry out these changes?
• When will they take place, and for how long?
• What resources (i.e., money, staff) are needed to carry out these changes?
• Who should we communicate with and how often?
• What does success look like?
Components of an Action Plan

• **Action Step**
  - Each goal or objective needs a series of action steps that provide a clear detail of what needs to happen in order to achieve this goal.

• **Responsibility**
  - Whose job is it to perform this task? Who is responsible for leading this action step. This person would report up to the ‘owner’ of the plan. Also it is important to identify who will also be needed to help support this person or team.

• **Resources**
  - What resources do you need in order to complete this task? Both financial as well as non-financial resources.
Components of an Action Plan

• Informed
  • This is part of the communication plan for this initiative. Who needs to be kept informed and how frequently? What is the cadence of the communication?

• Key Performance Indicators (KPIs)
  • How will you measure your success? How will you know you are done? A KPI is a measurable value that demonstrates how effectively you have achieved your goal.
Components of an Action Plan

- **Timeframe**
  - What are the key milestones and what is the target end date?

- **Ownership**
  - This is different than ‘Responsible” for the task. The owner of the action plan or task is the person who will be responsible and accountable for ensuring timely completion of the action. They are also the person responsible for corrective action if the project or task goes off track.
Tools and Techniques

- Strategic Framework
- Stakeholder Analysis
- Brainstorming
- Work Breakdown Structure
## Action Planning Table

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<tr>
<th>Action Step</th>
<th>By Whom</th>
<th>By When</th>
<th>Resources and Support Available Needed</th>
<th>Potential Barriers or Resistance</th>
<th>Communication Plan By Whom Target Audience</th>
<th>Key Performance Indicators (KPIs)</th>
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<tr>
<td>What needs to be done?</td>
<td>Who will be responsible for this step?</td>
<td>What date will the action be completed?</td>
<td>Resources Needed (Financial, Human Resources, Political, other?)</td>
<td>What individuals and organizations might resist? How?</td>
<td>What individuals and organizations should be informed? Who is responsible?</td>
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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 environment.
- A good action plan has a Communication Plan that is reviewed and updated on an ongoing basis to ensure that all stakeholders are informed.
Realizing Digital Government Transformation

- Digital government transformation can be realized through a four-step approach that follows an iterative and agile cycle:
  1. Undertaking a context and situation analysis
  2. Articulating a shared vision of government transformation and how to leverage digital technologies to achieve society’s goals
  3. Devising a strategy and a digital government implementation roadmap comprised of key pillars, and
  4. Putting in place monitoring and evaluation mechanisms
• 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
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Thank You!