Innovation and Digital Government for Public Service Delivery

Day 3

Mapping the Institutional Environment
### Workshop at a Glance

**Innovation and Digital Government for Public Service Delivery**

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**Day 2**

| **Exploring Key Concepts and Conducting the Digital Transformation Assessment** | **Mapping the Institutional Environment** | **Toward a Road Map and Action Plan** | **Bridging the Gaps in Public Service Delivery Action Plans** |
| **Module 2.2. Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery** | **Module 3.2. Implications for the Realization of the NDP** | **Module 4.2. Tools and Techniques for Building Situational Awareness** | **Module 5.2. Plenary Discussion Prioritizing Recommended Actions** |
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Key Concepts from Day 2

- To achieve the SDGs public sector capacity must be bolstered at the national and local levels
- Innovation and digital transformation require fundamental changes in the mindsets of public servants and in how public institutions operate and collaborate
- Capability to innovate is context specific, but innovators can be guided by sets of recognized principles and best practice strategies
- Situational analysis is key to understanding capability in context.
  - Systems thinking, stakeholder analysis, and strategic framework are tools to support scenario development and testing as part of action planning
- The process of action planning for innovation and digital government for public service delivery is key to ensuring that the resulting plan is focused on priorities, advanced the government toward the SDGs, and is actionable and measurable
3.2. Implications on the NDP

Group Formation
  • Same groups as yesterday.
  • Same two Dimensions as yesterday

• Group Assignment
  • Refer to Exercise Instruction Sheet 3.2.

• Group Process
  • Refer to Exercise Instruction Sheet 3.2.
Plenary Discussion

Implications of the DTCA Results to the NDP
Public Value Framework

A Framework for Project Planning and Analysis
What is Public Value?

Public Value is defined as “The value created by government through services, laws, regulation and other actions.”

Mark Moore, Harvard Kennedy School, 1995
Public Value

• Focuses attention on the collective and societal interests that are served by particular institutional arrangements and actions of government

• A public value framework can help to determine the value of government activities and do so from multiple stakeholder perspectives, not just a generalized, and thus ambiguous, citizen viewpoint
Government: Many Things to Many People
Value Based on Interests

• **Personal**
  • What’s good for me?

• **Group**
  • What’s good for those who share my interests?

• **Organizational/institutional**

• **Societal**
  • What’s good for all of us?
Problem of Value Based on Interests

- Multiple value propositions
  - Personal, social group, organizational/institutional, societal

- No or limited consensus on measures or measurability

- How to combine into a public value proposition—the public return on investment?
Need for a New Framework

- For a way to recognize many, often competing notions of value
- For links to an expanded investment rationale for government
- To incorporate understanding about stakeholder interests with value creating mechanisms
- Provide a more comprehensive model and results, beyond financial and economic models
Core Public Value Concepts

Two kinds of public value

• Value that results from delivering specific benefits directly to persons or groups.

• Value to the public that results from improving the government as a public asset.
The Public Point of View

Assessing public returns should reveal value in terms of stakeholder interests
Economic Value
income, asset values, liabilities, entitlements, risks to these

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

Political Value
personal or corporate influence on government & politics

Quality of Life
Security, health, recreation, personal liberty

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

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

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

How is Public Value Expressed and Tracked?
What are social & political returns?

• Political returns
  • impacts in the system of governing and policy decision making.

• Social returns
  • impacts in the quality of life in households and communities.

The two are related but need different analysis and assessment methods.
What are the Value Generators?

- Increases in efficiency
- Increases in effectiveness
- Enablement
- Intrinsic enhancements
Connecting Public Value to Government Action

Good things happen

Public Safety IT Initiative to improve parolee monitoring

Safer Streets
Traditional ROI v Public Value

- **Traditional Government ROI measures:**
  - Cost savings
  - Budget increases
  - Productivity gains
  - Service quality
  - Cost-effectiveness
  - Strategic position

- **Public Value Measures**
  - Value
    - Financial Value
    - Political Value
    - Strategic Value
    - Social Value
    - Quality of Life Value
    - Ideological Value
    - Stewardship Value
  - Impact
    - Efficiency, Effectiveness, Intrinsic Enhancement, …
Components of Public Value Analysis

• Expanded value proposition
• Analysis of value types
• Analysis of value generators
• Application framework and methods
• Apply results to planning and decision making
CTG’s Public Value Logic Model

Government Action

What changes for each stakeholder

Impact or Value

Access

- Investment in:
  - Programs
  - Services
  - Infrastructure
  - Projects

- Efficiency
- Effectiveness
- Intrinsic Enhancements
- Transparency
- Participation
- Collaboration

- Social
- Economic
- Stewardship
- Quality of Life
- Strategic Value
- Political Value
- Ideological

- What value was realized and how is it distributed across the stakeholders?
- What are the examples of value?
- What stakeholders are served?
Performing a Public Value Analysis

• Describe the proposed initiatives and goals
• Identify, discuss and prioritize stakeholder groups
• Identify and discuss public value for each stakeholder
• Identify and discuss the generated value
• Summary of assessments
Identify the Government Initiative

What changes?

Value Created

Innovation and Digital Government for Public Service Delivery
Step 1. Describe an Initiative

This step asks you to produce a description of the initiative in terms of these three elements.

1. Goals and Intent
3. Tactics/methods
Step 2. Identify Stakeholder Groups

This step asks you to produce a prioritized list of internal and external stakeholders who are primarily impacted by the proposed government initiative.

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<th>Stakeholders</th>
<th>Interests</th>
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Step 3. Identify the Public Value by Stakeholder

This step asks you to identify the public value you perceive the government initiative will have for each stakeholder.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Interests</th>
<th>Priority</th>
<th>Public value type (Financial, political, social, strategic, quality of life, ideological, stewardship)</th>
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Economic Value
income, asset values, liabilities, entitlements, risks to these

Political Value
personal or corporate influence on government & politics

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

Quality of Life
Security, health, recreation, personal liberty

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

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

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

How is Public Value Expressed and Tracked?
Step 4. Identify Generated Value by Stakeholder

This step asks you to describe how this government initiative will generate value for stakeholders through impacts on efficiency and effectiveness, creating intrinsic enhancement, and enhancing transparency, participation, and collaboration.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Interests</th>
<th>Priority</th>
<th>Public value type</th>
<th>Describe the Change</th>
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<td></td>
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<td></td>
<td>(Financial, political, social, strategic, quality of life, ideological, stewardship)</td>
<td>(Efficiency, effectiveness, intrinsic enhancements, transparency, participation and collaboration)</td>
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</table>
Efficiency are shown in the increase or decrease of outputs or goal attainment with the same resources, or obtaining the same outputs or goals with lower resource consumption.

Effectiveness are shown in the quality and/or quantity of program results or other outputs of government performance.

Intrinsic enhancements are shown by changes in the environment or circumstances of a stakeholder that are valued for their own sake.

Transparency are shown by access to information about the actions of government officials or operation of government programs that enhances accountability or citizen influence on government.

Participation are shown by frequency and intensity of direct citizens involvement in decision making about or operation of government programs or in selection of or actions of officials.

Collaboration are shown by frequency or duration of activities in which more than one set of stakeholders share responsibility or authority for decisions about operation, policies, or actions of government.
A Portfolio View: Questions of Interest

• **By stakeholder group**
  - Who is impacted by these initiatives? How are impacts distributed?
  - Are we serving our most important constituencies? The right mix of stakeholders?

• **By public value type**
  - Does our portfolio include all public value types desired? At the right levels?
  - Are we satisfied with the balance of value in the portfolio? What’s missing?

• **By agency mission, goals, and capabilities**
  - Does our portfolio meet our agency’s strategic interests and mission?
  - Are we maximizing our current capabilities and tactics?
  - Is the value created aligned with our agency’s mission?
  - Does the portfolio balance attention across stakeholders and interests?
  - Is there a balance in types and number of initiatives within programs across the agency?
<table>
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<th>STEP 1</th>
<th>STEP 2</th>
<th>STEP 3</th>
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<th>STEP 5</th>
<th>STEP 6</th>
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<tr>
<td><strong>Describe Initiative</strong></td>
<td><strong>Identify and Prioritize Stakeholders</strong></td>
<td><strong>Identify and Rate the Public Value</strong></td>
<td><strong>Identify Stakeholder Interests</strong></td>
<td><strong>Summarize the Public Value Assessments</strong></td>
<td><strong>Review Open Government Public Value Portfolio</strong></td>
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<td>Initiative Description:</td>
<td>Identify a full list of initiative stakeholders</td>
<td>Identify the type and level of Public Value the initiative is expected to create for each of the primary stakeholders</td>
<td>For each stakeholder and each change mechanism describe how the expected value will be produced</td>
<td>Review public value assessments across all initiatives to inform decision making.</td>
<td>Does our open government portfolio, taken as a whole, optimize our resources and capabilities while meeting our mission and delivering maximum public value to all stakeholders?</td>
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<tr>
<td>- Title</td>
<td>- Purpose</td>
<td>- Public Value</td>
<td>- Efficiency</td>
<td>- Effectiveness</td>
<td>- Does our open government portfolio, taken as a whole, optimize our resources and capabilities while meeting our mission and delivering maximum public value to all stakeholders?</td>
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<td>- Supporting strategic goals</td>
<td>- Prioritize by rating each stakeholder as A, B, or C</td>
<td>- Economic value</td>
<td>- Intrinsic Enhancement</td>
<td>- Transparency</td>
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<td>- Program or policy area</td>
<td>- Tactics</td>
<td>- Social Value</td>
<td>- Collaboration</td>
<td>- Participation</td>
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**Initiative One-Five Workbooks**

**Portfolio Review Workbook**
Innovation and Digital Government for Public Service Delivery

Lunch Break
3.3.1. Public Value Framework

• Group Formation
  • Same Groups and two Dimensions as the morning session

• Group Assignment
  • Use the results from the Day 2 Stakeholder Analysis Exercise (Exercise 2.4.1.b.)
  • Refer to the Exercise Instruction Sheets for next steps

• Group Process
  • Refer to the Exercise Instruction Sheets for next steps
Plenary Discussion

Public Value Framework
Enabling Change: Design Thinking and Innovation Labs
Social Challenges

“Governments around the world are grappling with a set of social challenges that are acting as a break on sustainable economic growth, leading to inequality and instability in society and impinging upon the general well-being of their populations.”

Source: Social Innovation for Public Service Excellence
Global Centre for Public Service Excellence, UNDP
Wicked Public Problems

- 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 as a prerequisite to action

Source: Rittel and Webber, *Policy Sciences*, 1973
Poverty as a Wicked Problem

• The United Nations Development Program identifies poverty with the lack of opportunities and choices most basic to human development will lead to a healthy and creative life where people can enjoy a decent standard of living, freedom, dignity, respect, and self-respect.

• Source: UNDP, 1997.
Poverty and Small-Scale Fishing

• The complexity of the poverty problem is evident in certain societies, such as small-scale fishing communities, which utilize marine or freshwater natural resources of high value that generate incomes above the poverty line (1.25 US$ per day) and provide employment and food to the people in these communities.
  
  • Source: Report of the FAO/World Fish Center Workshop on interdisciplinary approaches to the assessment of small-scale fishing. FAO Fisheries Report No. 787.

• Yet, these people remain among the poorest and most vulnerable sections of the population.
Why do these people remain poor?

• Why are people poor in a situation when they have natural resources that can potentially provide a decent standard of living?

• If incomes alone cannot be used to understand poverty among small-scale fishers then poverty must be analyzed from a different angle.

• The problem, therefore, is to understand the reasons behind this reality and what poverty means in such communities.

• Source: Onyango, 2009
Wicked Problems in Australia

- **Climate change**
  - a pressing and highly complex policy issue involving multiple causal factors and high levels of disagreement about the nature of the problem and the best way to tackle it.

- **Obesity**
  - a complex and serious health problem with multiple factors contributing to its rapid growth over recent decades.

- **Indigenous disadvantage**
  - an ongoing, seemingly intractable issue but it is clear that the motivation and behavior of individuals and communities lies at the heart of successful approaches.

- **Land degradation**
  - a serious national problem.

- Source: Australian Public Service Commissioner
Social Innovation

• Provides a way to respond to new social challenges and wicked problems
• New ideas working to meet social goals
• A Social Innovation approach puts capacity to harness innovation at the core of public service
• Requires governments to work across silos to address complex problems.

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

• Combines:
  • multiple disciplines, types of actors and sectors
  • design thinking, systems thinking and entrepreneurial action

• Requires:
  • governments to move beyond support of individual social innovation projects and create a social innovation infrastructure
Two Elements of a Social Innovation Infrastructure

• Design Thinking

• Innovation Labs
  • Also known as Design Labs, Living Labs, I-Labs, Maker Spaces, among other labels
  • Serve as innovation intermediaries
    • Innovation intermediaries are external organizations and individuals that support their organizations in their innovative activities
Design Thinking (DT)

• DT puts end-users’ needs at the center of service design – Human-Centered Design
• Solutions are progressively refined through a process that engages end-users in shaping decisions
DT Steps – Deceptively Simple

1. Fully understand the problem;
2. Explore a wide range of possible solutions; third, iterate extensively through prototyping and testing; and
3. Implement through the customary deployment mechanisms.
Innovation and Digital Government for Public Service Delivery

https://mitsloan.mit.edu/ideas-made-to-matter/design-thinking-explained
“Social challenges require solutions grounded in customer needs.”

Tim Brown and Jocelyn Wyatt
DT - Focus on the Problem

“Most people don’t make much of an effort to explore the problem space before exploring the solution space,”

MIT Sloan Professor Steve Eppinger
“If I’d asked people what they wanted, they’d have said, ‘a faster horse’.”

Henry Ford
Design Thinking in Public Service

• Madagascar’s National Community Nutrition Program
  • “The country’s government and the World Bank team leveraged human centered design (HCD) to improve programs designed to reduce chronic childhood malnutrition, which is staggeringly high in the country.

• One of the powerful insights that came out of the HCD work
  • A lack of awareness among mothers as to what constitutes nutritious food and how to prepare it, and that this was a much more significant barrier to overcoming malnutrition than the financial barrier.

• In response
  • The team designed, among other interventions, an awareness campaign and cooking demonstrations focused on preparing 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
Design Thinking in Practice

• UNICEF (the United Nations International Children’s Emergency Fund)
  • Leaders are coupling it with traditional policy analysis methods to create new approaches to advocacy planning.

• Singapore
  • Employed as a national policy to drive growth and innovation. Design thinking considered by the Prime Minister as fundamental to the “reimagining of Singapore.”

• New Zealand
  • A critical element in New Zealand’s initiative to “make smart choices easier” for citizens and is being utilized to manage highly complex transportation infrastructure investments like high-speed rail in the United Kingdom.

• The United States
  • Food & Drug Administration to help manufacturers and government regulators in Washington find common ground on medical device standards;
  • At U.S. airport checkpoints, combined with Agile Software Development processes, to help the Transportation Security Administration (TSA) calm traveler anxiety
Biggest Impediment to DT

• Fear of Failure
• Failure to adopt a culture where there is nothing wrong with experimentation or failure
• Failure to adopt an entrepreneurial culture that rewards the new paradigm
DT Processes – When done right…

• Counteract human biases that thwart creativity while addressing the challenges typically faced in reaching superior solutions, lowered costs and risks, and employee buy-in

• Recognize organizations as collections of human beings who are motivated by varying perspectives and emotions, design thinking emphasizes engagement, dialogue, and learning

• Involve customers and other stakeholders in the definition of the problem and the development of solutions, design thinking garners a broad commitment to change.

• Provides structure to innovation processes

• Help innovators collaborate and agree on what is essential to the outcome at every phase.

Source: https://hbr.org/2018/09/why-design-thinking-works
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 in the processes of DT
• Provide collaborative platforms for research, development and experimentation in real-life contexts, based on specific methods (DT, Systems Thinking) and tools (situational analysis, brainstorming, prototyping and experimentation).
Innovation Labs

Living Labs = innovation networks based on the philosophy of open innovation where users become equivalent to other participants

Source: https://blog.hypeinnovation.com/living-labs-and-open-innovation
Innovation Labs

- Can find them in public sector, non-profit academic and private sector organizations
- 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
Research on Innovation Labs

• Strengths
  • Organizations and individuals meet to exchange ideas and knowledge and to participate in DT processes
    • Convening requires less infrastructure

• Weaknesses
  • Prototyping and experimentation capabilities are still underdeveloped
    • Prototyping and experimentation requires more infrastructure
Innovation Labs

• 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.
Innovation Labs

• 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.

• 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.
Public Service Innovation Lab

Governments around the world are looking for innovative solutions that enhance the design and delivery of public services. They are reaching out to the private sector and citizens, to become partners in solving key social challenges.

Recognising this new push for co-design and co-production the UNDP Global Centre for Public Service Excellence partnered with Social Innovation Camp Asia to explore social innovation as an approach for improving the reach, access and quality of public services. These could be in the form of a mobile phone application, a social enterprise or a platform for co-creation of public policy. Innovations could address demand side issues (tools for citizens), support the supply side (tools for public servants) or even bridge the gap between the two and allow each to leverage their full potential.

From September to November 2013, a series of social innovation camps was held across Southeast Asia – in Bangkok, Cebu, Hong Kong, Jakarta, Kuala Lumpur, Manila, Seoul, and Singapore. These camps provided a stage for various stakeholders, designers, programmers and citizens at large to rethink and re-create public services and create prototypes for innovative solutions.

The series culminated in a Regional Summit (Singapore, Nov 29 – Dec 1) where more than 50 participants from 13 teams met to exchange ideas and receive mentoring support. In the closing ceremony mentors and potential sponsors/ investors saw their pitches and provided their feedback. This video gives you a glimpse into what happened at the Regional Summit.

The 2013 Public Service Innovation Lab was an effort of the UNDP Global Centre for Public Excellence (GCPSE) to bring social innovation and design-thinking to the attention of policy and decision makers engaged in public service reform.

The Social Innovation Camp series was followed by an international Consultation on
AfriLabs has added 27 new members to her network.

225 member hubs in 47 countries
AfriLabs

• A network organization of 225 innovation centers across 47 African countries.
  • We support hubs to raise successful entrepreneurs that will create jobs and develop innovative solutions to African problems.

• Objectives:
  • To encourage technology, innovation and entrepreneurship in all forms
  • To 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

Source: https://www.afrilabs.com/
At iNStEDD we envision a world where communities everywhere design and use technology to continuously improve their health, safety and development. Founded in 2006 from the TED Prize, and based in California’s Silicon Valley, iNStEDD now operates around the world to implement our vision. With startup funding from Google.org and the Rockefeller Foundation, which includes setting up innovation labs in Southeast Asia and Latin America, that are fostering collaborative engineering practices and entrepreneurial innovation in those regions.

iNStEDD has a unique offering — we design and use open source technology tools to help partners improve collaboration, information flow and knowledge sharing to better deliver critical services to vulnerable populations. With long term sustainability in mind, our interdisciplinary team of public health experts, scientists, and software engineers help build local capacity to solve critical health, safety and sustainable development problems. We are committed to evaluating the impact of our programs, documenting best practices, and sharing the results of our work.

iNStEDD’s innovative approach is being successfully applied around the world — from pioneering efforts to integrate disease surveillance and response systems in Southeast Asia to implementation of a nationwide communications system to aid victims of the 2010 Haiti earthquake.

What is iNStEDD?
At iNStEDD we design and use open source technology tools to help partners enhance collaboration and improve information flow to better deliver critical services to vulnerable populations.

OUR VISION
We envision a world where communities everywhere design and use technology to continuously improve their health, safety and development.

OUR MISSION
Our mission is to improve global health, safety and sustainable development through:

- Building Capacity within communities to foster a local culture of innovation
- Creating Collaboration Technologies for social good
How do we work?

Learning is at the heart of Innovation-AccLab Uganda. Our iterative methodology consists of four stages: sense, explore, test and grow. Each phase comes with key questions and results. Each phase is understood through our toolkits.

- **Test** is about designing a portfolio of potential solutions to intervene at multiple points in the system and continuously testing them until we are confident they can work.
- **Explore** is about better understanding the challenge and looking for solutions, particularly by looking at how citizens are already addressing these challenges and opportunities.
- **Grow** is about handing over the portfolio of solutions, advocacy for policy change or spinning solutions off as private ventures.
- **Sense** is about understanding what are emerging challenges and opportunities in the local context and determining where we need to focus our attention.
Grameen Foundation AppLab fights global poverty through innovative technologies that empower the poor with life-changing information.

**Active challenges**

How can we develop innovative mobile money (MM) products that are suitable for poor, unbanked customers and viable for our commercial partners?

Find out more.

**Inspirations**

If sending money is a familiar behavior, maybe ‘sending money to yourself for a future date’ could help people save, without thinking they are saving?

Find out more.
What innovative mobile money (MM) products can we develop that are suitable for poor, unbanked customers and viable for our commercial partners?

85% of Ugandans aren't served by banks or other formal financial services providers. At the same time, Mobile Money (MM) has emerged as a way to enable people in the most remote areas to transfer money using their mobile phone. The mobile money infrastructure could be used for other products – like saving accounts, or loans – but so far, it's only been used for remittances and bill payments. What other products – savings, loans, insurance – could the mobile money channel deliver to the poor?
Plenary Discussion

How can Social Innovation in the form of Design Thinking and Innovation Labs be used to help strengthen:

1. Institutions to deliver services at the local level;
2. Leadership and human resources capacities needed to provide services in a transparent, equitable, and accountable manner;
3. Processes and mechanisms that favor the participation of citizens in the design and delivery of services;
4. Organizational culture so that it may provide a fertile ground for continuous improvement and innovation in service delivery.
Case Study 3.5.
UNICEF’s Kosovo Innovation Lab

• Group Formation
  • We will form 5 groups
  • Count off by 5’s
  • Move to your small group location

• Group Assignment
  • Refer to Case Instruction Sheet 3.5.

• Group Process
  • Refer to Case Instruction Sheet 3.5.
Today's Key Concepts

• Building situational awareness and creating understanding of the interests of stakeholders is key to being able to determine if any innovation being considered has the potential to create public value.

• Using a range of analytical models and tools such as systems thinking, strategic framework and others are required in any effort to generate deep understanding of problems and potential solutions.

• Such understanding is key to tests of any potential solutions and as input to performance management systems.

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

• Social innovation infrastructures can help realize the principles of PSD and to advance innovation and digital government for PSD.
## Workshop at a Glance

### Innovation and Digital Government for Public Service Delivery

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Innovation and Digital Government for Public Service Delivery

Thank You!