U N D P Empowered lives. Resilient nations.	UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) MISSION REPORT Date: 13 December 2017
1. Service Lines	2. Mission period (incl. of Travel)
Outcome 2 of UNDP Strategic Plan (2013-2017)	7 December 2017 – 14 December 2017
3. Type of Services	4. Key Counterparts:
Democratic Governance, Access to	UNDP Bangladesh Office & Access to Information (a2i) Initiative,
Justice and Rural Service (innovation	Prime Minister's Office Bangladesh
for public service delivery)	Mr. Anir Chowdhury, Policy Advisor
	Mr. Forhad Zahid Sheikh, Innovation Specialist
	UN Office for South-South Cooperation (UNOSSC)
	Mr. Denis Nkala, Regional Coordinator for Asia and the Pacific,
	Bangkok
	Ms. Yoko Shimura, Programme Analyst, New York
	UNDP Pacific Office
	Ms. Ria Sen, Reporting and Communications Specialist
	Ministry of Women, Children and Poverty Alleviation
	Mr. Rupeni Fatiaki, Director Social Welfare
	Mr. Filipe Nayacalevu, REACH Focal Officer

5. Mission Objective

The purpose of this mission is to participate in, and contribute to, the workshop "Innovations in Service Delivery and the Scope for South-South and Triangular Cooperation" organized by the Access to Information initiative (a2i) under the Prime Minister's Office of Bangladesh and the United Nations Office for South-South Cooperation (UNOSSC). Mission participants will also attend the Digital World ICT Expo 2017 being held in Dhaka around the same time period. The participants are also expected to engage in networking and partnerships development for taking forward the ongoing innovation work. The mission participants will share the experiences under the Rights, Empowerment and Cohesion for Rural and Urban Fijians (REACH) Project, and identify challenges and opportunities for refining of the concept of the Start-to-Finish Service Delivery Tracker (S2F). Follow-up activities in relation to S2F systems design and development are expected to be undertaken on the side-lines of the workshop, to ensure implementation is on track.

This activity is in line with Activity 2.1 for developing innovative public service delivery approaches under the REACH Project.

6. Mission Members	7. Costs	
Mr. Rupeni Fatiaki, Director Social Welfare	Rights, Empowerment and Cohesion for Rural and	
Mr. Filipe Nayacalevu, REACH Focal Officer	Urban Fijians (REACH) Project	
Ms. Ria Sen, Reporting and Communications Specialist, UNDP Pacific Office		

8. Summary of the result of the mission

Following the mission's determined objective, new understanding was acquired on innovations being undertaken in the public sector in the global South during the workshop, of direct relevance to enhancement in public service delivery for the forthcoming piloting of the S2F concept. Furthermore, through the brainstorming activities which the group undertook with participants from other countries in the South, a supplement to S2F was conceived in relation to closer adaptation of the concept of the fixed digital centres in Bangladesh, for providing accessibility to public services in rural and remote areas in Fiji. Key entities with whom to potentially build partnerships for knowledge-exchange and potential resource mobilization were also identified for future work in innovation in the context of South-South exchanges. In this respect, discussions on formally institutionalizing the relationship between Fiji and Bangladesh for the exchange of knowledge was agreed upon in the form of a potential MoU between a2i of Bangladesh and Department of Social Welfare of Fiji, in the field of innovation for public services delivery and related digitization of manual processes.

9. Key findings, Challenges and Recommendations

- During the "Innovations in Service Delivery and the Scope for South-South and Triangular Cooperation" (9-11 December 2017) workshop proceedings, participants were exposed to new tools, approaches and technologies that governments in the global South are experimenting with to better understand the perspectives of an average citizen in a developing country context, and also adapting service delivery structures and processes to incorporate such new concepts and fresher understanding for citizen-centric service delivery.
- 2. The workshop brought together relevant stakeholders including public sector, private sector and civil society organizations from across the academic, technical and international development communities to discuss and determine ways of harnessing innovations in public service delivery for socioeconomic development with a South-South perspective. Notably, 20 countries were in representation during the workshop, from Africa, South East Asia and South Asia. Importantly, Fiji was the only Pacific Island Country present.
- 3. The workshop provided a timely platform enabling South-South exchange of knowledge, experiences and expertise for better understanding citizen-centric service delivery. Furthermore, identifying new potentials for application, whereby countries and partners can benefit from a South-South approach, were determined. These outcomes are put forth in the Dhaka Declaration outcome document, issued after this workshop.
- 4. The UN's perspective on the criticality of South-South cooperation was shared, with the emphasis that this may be a means of implementation of SDGs. The role that innovations play in service delivery towards actualization of these Global Goals was also explored and discussed. In this regard, the "SDG Tracker Tool" developed by a2i was proposed to the Fijian delegation as an adaptable SDG monitoring system that can be used. This is already in place in Bangladesh, with success.
- 5. Workshop participants conveyed the successes and challenges in innovating within their country contexts, and also were able to determine the manners in which they may adapt certain South-based innovations to their national contexts and make important strides in developing citizen-centric service delivery.
- 6. In this regard, the workshop actively supported "match-making" (between partners in South who have championed particular solutions and countries expressed interest to benefit from this). This modality can be interesting to adopt if there are many countries in participation for future workshops. In particular, the outcome of the exercise for the Fiji case was the interest in adapting the Union Digital Centres (UDCs) of Bangladesh, "talking books" for visually impaired persons developed by a2i (also awarded by the International Telecommunication Union) and

- video conference supported interactions with State officials in Bhutan called the "virtual zhombdu". The relevant focal persons for each of these initiatives was networked with, for taking forward the relationships in the coming days.
- 7. Field visits were conducted to one UDC in a district within Dhaka. This exercise served as the basis to consider adapting the model to the Fijian context, by potentially utilizing part of the structure in the care of the Women's Groups with the idea to train the women to act as entrepreneurs for running and managing this centre.
- 8. Visiting the Upazila Centre in Savar, Dhaka, which was the big hub for government service providers was also a valuable exercise to understand how an innovation culture has been fostered in the civil services and how these innovations have extended to a range of critical sectors such as land rights, agriculture, education, auditing and so on. The "Innovation Service Fund" which provides seed money to government innovators through a2i was thought to be a very good channel to give public sector innovators incentives and the 'safe space' to take risks and design the most optimal solutions through testing-refining and iterating. The result was very creative solutions for problems where time-costs-visits were high for citizens to bear.
- 9. Exposure to the Digital World 2017 Expo was valuable, and the mission participants could visit the Expo grounds, and attend a special side-event panel discussion on innovation for South-South cooperation (held on Expo premises). The discussions were rich and there was a lively question and answer session which ensued.
- 10. The interactive group work exercises were very well thought out, and allowed for working with other countries in the South on issues of common interest. These activities developing and concretizing the new innovations (women-run digital centres in Fiji, detailed in point 7 above). Through the discussions and presentations, participants also came to know of relevant initiatives ongoing in the global South from which inspiration could be drawn and potentially partnerships could be forged.
- 11. Towards better institutionalizing South-South partnerships, the workshop participants were actively debated and discussed how this may be done. The UNDP mission representative was requested to present the outcomes, together with a government representative from Somalia in a summary panel discussion. The areas for further support through South-South engagements and capacity building, especially the requirement for a South-South network with a digitized platform for knowledge and resources sharing was identified as key. These outcomes and more, were presented in the workshop outcome, the Dhaka Declaration. An electronic copy has been requested at the time of drafting this BTOR and is forthcoming.
- 12. Much value was accorded to the collaboration between a2i, UNDP Bangladesh and the REACH Project, UNDP Pacific Office for innovating in public service delivery. The Fiji delegates were invited to be a part of panels in the course of the workshop, and reflection-sharing exercises on the dais, and their feedback and views were sought.
- 13. On a protocol-related note, the sharing of a token of appreciation whilst not mandatory was a gesture which touched the a2i staff and they appreciated it.
 - In relation to side-meetings held, the following may be summarized:
- 14. Meetings were held with the to-be ICT Consultant and IT Vendor wherein they requested detail on how services are dispensed in Fiji and the various steps involved. The presence of the Ministry participants was valuable in this regard, with both agreeing to be the focal persons in case of any follow-up questions in the future for S2F. The timelines and modalities for communication were also discussed, bearing in mind the immediate commencement of work with the signing of the respective two contracts and a mix of Skype and e-mails for follow-on assistance (frequency may be a little higher for communications in the design phase).

- 15. Delegates from the Ministry of Women, Children and Poverty Alleviation and a2i, represented by Forhad Sheikh of a2i, agreed to advance the MoU towards Government-to-Government cooperation. The following steps were determined, with a draft to be developed by a2i with inputs from the said Ministry colleagues, vetted in the appropriate manner and put across through all the concerned diplomatic channels. This step was critically reached through the Fijian Ministry delegates being exposed to the tremendous efforts and work being done by a2i through the championship of the government.
- 16. The Fijian delegation also attended two important side-meetings with the Ministry of Social Services, including personally meeting the Director-General and other very high-ranking staff as well as those from the Ministry of Women and Child Affairs. For the former meeting, the DG himself, together with Associate Directors, pledged keen support for South-South exchange in relation to how the Ministry has digitized its critical services with the support of a2i. The delegation was also able to see the Child Helpline and meet the focal official for the same, together with a demonstration of the e-filing system being used by most of the officials in the office. Such aspects were critical for conveying uptake in the government, and provided positive feedback on how automation enhances efficiency and the reach government services have, to ensure the needs of the most vulnerable are met adequately. The Fiji delegation also shared the modes of operation in Fiji, together with the challenges for a very focused South-South exchange.
- 17. The UNDP Pacific member of the mission had a discussion with the UNOSSC Regional Coordinator for Asia and the Pacific to determine any future South-South engagements, with positive reception and exchange of contacts.
- 18. An informal side-meeting was held between the UNDP Pacific member of the mission with the RBAP innovation lead, Alexandru Opruneco, to discuss some of the ways ahead in relation to disruptive technologies, which were unfortunately not adequately covered in the workshop proceedings. The result was his proposal to have a Skype discussion on how capacity can be developed in this area, noting the interest in the Pacific region on the applicability and scope.
- 19. The UNDP Pacific member on the mission paid a courtesy call to the UNDP Bangladesh Office and met with the Country Director Mr. Sudipto Mukherjee, who assured the support towards the ongoing work with a2i.
- 20. The UNDP Pacific member of the mission also discussed the communications detailing REACH engagements in a2i materials with the lead communications staff at a2i, and for future iterations of the UNOSSC-a2i publication on South-South cooperation, where there was agreement that the REACH Project will be more accurately described.
- 21. As conveyed above, the programme was very intensive and with the side-meetings this was a very educative period. Efforts were made to balance out the schedule by planning as many side-meetings as possible in advance. This is a good practice, and for future missions which involve this kind of bilateral relationship-building and cross-country exposure, the pre-planning helps significantly.
- 22. Arrangements in preparing presentation materials were undertaken adequately in advance of the mission, through regular communications with the a2i representatives.
- 23. REACH information-communication products were given (100 brochures and 25 REACH orange bags). Notably, REACH was the only project which distributed project materials. Some of the items were provided to a2i to keep extra copies of, in case they would like to share these at relevant South-South platforms in the future.

- 24. A press release was prepared on the spot by the Ministry focal person in relation to the workshop, the learnings and the applications to innovation through empowerment and cohesion initiatives in Fiji.
- 25. Throughout the workshop, frequent Tweets were contributed on all days by the UNDP Pacific on mission member and the Ministry mission members. These Tweets were also some of the very key done by participants.

10. Key Action Items

- 1. Follow-up for proposal of the UDC model in rural and remote communities run by women entrepreneurs, under the community's Women's Group.
- 2. Progress on the MoU between a2i and the Department of Social Welfare.
- 3. Discussing the potential of disruptive technologies and applying them to the Pacific region. This is for future innovation support and capacity development initiatives by BRH.
- 4. Preparation of post-workshop brief.
- 5. If there is interest to pursue the model in Bhutan and the e-books for persons with disability, this may be done.
- 6. Inquiry regarding partnerships and resource mobilization.
- Ministry mission members to advise regarding whether there is interest with the relevant team regarding the SDG Tracker Tool.

By Whom and When

- By the Ministry delegates on the mission in December-early January timeframe, with involvement of the concerned in the REACH team at the UNDP Pacific Office.
- 2. By the Ministry delegates on the mission in December-early January timeframe.
- 3. Skype discussion between Alex and Ria. Ria suggests inviting Johannes, potentially in January 2018.
- 4. Ria to prepare and to be issued in January 2018.
- 5. Ria can render this support, if desired.
- 6. Ria to contact Denis of UNOSSC with cc to Christine.
- 7. By the Ministry delegates on the mission in December-early January timeframe.

11. Distribution

UNDP Pacific Office in Fiji

Annexes:

Annex 1: Programme

Annex 2: Presentation

Annex 3: Social Media

ANNEX 1: Concept Note and Programme

Innovations in Service Delivery and the Scope for South-South and Triangular Cooperation

Proposed venue: Prime Minister's Office, Dhaka, Bangladesh Proposed dates: 9-11th December 2017 Expected Participants: 60-70 Participants

Background:

South-South cooperation continues to play an increasingly important role in international development cooperation. With its rapid growth in terms of scale, geographic reach and intensity, Southern collaborations in social, political, humanitarian and economic spheres have contributed significantly to the improvement of national-wellbeing and enhanced the capacity of developing countries to attain their national priorities and other internationally agreed development goals.

In recognition of the catalytic role of South-South cooperation as a development accelerator, developing countries and multilateral institutions are developing formal rules, informal norms and dedicated organizations to support Southern collaborations in knowledge-sharing, peer-to-peer learning, capacity-building, technical cooperation and technology transfers, amongst others.

The United Nations Office for South-South Cooperation (UNOSSC) is implementing an initiative for enhancing the capacity of developing countries to engage in and manage South-South and triangular partnerships. The initiative seeks to bring together developing countries and intergovernmental institutions to share knowledge and experiences on the formalization and systematization of Southern partnerships through the development of, policy and legislative frameworks, policy and management tools, and accountability frameworks. In this regard, UNOSSC together with Brazilian Cooperation Agency, the Government of Japan and the Japan International Cooperation Agency, co-organized capacity development workshops and training courses during the capacity development project period (2012-2016). Furthermore, UNOSSC convened three technical workshops this year in Africa under this initiative, in Cotonou, the Republic of Benin; Nairobi, the Republic of Kenya; and Maputo, the Republic of Mozambique.

Concept:

To respond to rapidly rising expectations of the citizens, governments in both developing and developed countries are embracing approaches and tools to adopt more *citizen-centric approaches* in their service delivery. Adoption of new digital technologies enables governments to improve their capacities to deliver public services, dealing better with issues of transparency, accountability and effectiveness. However, the challenge very often lies in the development of citizen-centric rather than technology-centric approaches and the adoption and promotion of digitization by the service provider themselves. There are underlying differences in perspectives between service providers and service seekers which leads to a service delivery paradigm and practice that is considered unresponsive and 'red-tapish' by the average citizen. Governments are, therefore, experimenting with tools, approaches and technologies to better understand the perspectives of the average citizen and modify service delivery structures and processes to incorporate these new ideas and understanding into design thinking and behavior insights.

The digitization of service delivery, user-centric methodologies, experimentation geared towards improvement in service delivery, and the data revolution – may have originated in developed countries but is now of increasing relevance for the developing world. These practices are establishing a culture of *citizen*-

centric innovation within governments, breaking silos of operations and helping move towards a whole-of-government planning and execution.

Objective:

The proposed workshop in Dhaka, Bangladesh, seeks to provide a timely platform to facilitate the exchange of knowledge, experiences and expertise to assist a more comprehensive understanding of <u>citizen-centric service delivery</u> and identify potential for its application whereby countries and partners can benefit from a South-South approach. More concretely, the workshop seeks to explore the role that innovations in service delivery can play in the realization of the Sustainable Development Goals (SDGs). The workshop aims to bring together relevant stakeholders, including public, private sectors and civil society organizations from across the academic, technical and international development communities to discuss ways of harnessing innovations in public service delivery for socioeconomic development.

Participants will discuss how they have succeeded in innovating or how they wish to learn about and adopt innovations to make important strides in developing citizen-centered service delivery. The workshop seeks to provide a platform for match-making (between partners who have championed particular solutions and partner countries who can benefit from the knowledge generated) and discuss solutions that were either championed or can be championed by Southern countries. The outcome of this workshop will be a deeper understanding of what service delivery innovations create sustainable impact and how. Additionally, the workshop aims to develop partnerships between participating countries who can benefit from each other through South-South and triangular cooperation.

Agenda:

The <u>three main questions</u> this workshop will seek to address are:

- the kind of innovations that have been successful in meeting citizen's expectations of improved service delivery;
- understanding what creates an impact and what does not in such innovations;
- opportunities for taking advantage of the data revolution not only to measure development impact but also to plan and guide it.

Themes: The <u>proposed themes</u> for the parallel solution sessions are as follows (approximately 4 themes will be selected):

Innovation in education Innovation in health Innovation in public service delivery Dynamics of South-South Cooperation

* (This will be discussed in all four thematic sessions)

Panel discussions will explore the potential of citizen-friendly innovations in the above-mentioned areas. Participants will also discuss the successes and challenges to harnessing the full potential of citizen-friendly innovations - issues of planning, design thinking, adoption, financing and so on.

Programme Format:

To better guide discussions in the panel sessions, prior to the workshop, a <u>comprehensive survey</u> will be conducted among identified focal points to gather feedback from experts under the different themes. The survey aims to identify areas where help is need. It aims to generate ideas, suggestions and questions to identify issues that need to be answered under each of the thematic areas mentioned above. A survey questionnaire will be sent to participants before the Dhaka Workshop which they will be required to answer within 10 days. The compilation of survey results will be disseminated at the workshop. The survey will be sent to **120-150 participants**.

The proposed workshop will extend over three days and will provide a platform to advance the discussions and dialogues from the last three technical workshops held in Benin, Kenya and Mozambique. The first day of the workshop will have an overlap with the <u>Digital World 2017</u> also hosted in Dhaka, Bangladesh, to give participants a chance to participate in the ICT exhibit (6-9 December 2017).

Each of the workshop sessions will consist of **10-15 experts (approx**.). To facilitate discussions, a list of guiding questions will be provided during the panel discussions. The second and third days will proceed as outlined below.

Workshop on Innovations in Service Delivery and the Scope for South-South and Triangular Cooperation

Date: 9-11 December 2017

Venue: Prime Minister's Office, Dhaka, Bangladesh

Organized By:

Date & Time	Activities	Venue	Guests/Speakers/Moder ator	Comments
Day I: 9 December				
7.00am-1.00pm	Visit Digital Centre	TBD	International Participants	
1.00pm-2.00pm	Lunch Break			
2.00pm-5.00pm	Participation in Digital World 2017	Bangabandhu International Conference Centre (BICC)	Participants will attend the Digital World-2017	
Day II: 10 December				
9:00am – 9:30am	Participants's arrival and Registration (Each speech will be 5 minutes)	Prime Minister's Office (PMO)	PMO	
9:30am – 10:30am	Inauguration	PMO	Chief Guest: Chair : Guests: (Ministers from other countries)	
10:30am – 10:45am	Survey Results Sharing	PMO		
10:45am-11:00am	Tea Break			
11:00: 11:30	Introduction of participants and discussion on Workshop Objectives		 All delegates Government of Bangladesh Moderator: (TBA) 	
11:30-11:45am	Team formation for panel discussions		All participants Moderator: (TBA)	
11:45-1:30pm	Plenary Session	PMO		

 The four sessions will run in parallel 	Plenary Session-1:	PMO (Venue 1)	Group participants:
	Plenary Session-2:	PMO (Venue 2)	Innovations/ Initiatives
·	Plenary Session-3:	PMO (Venue 3)	Challenge identification
	Plenary Session-4:	PMO (Venue 4)	 Problem clustering Solution development
1:30pm -2:30pm	Lunch Break		·
2:30-4:00pm	Plenary Session Continuation	PMO (Venue 1,2,3 & 4)	
4:00-5:00pm	Discussions and Preparation of Team Presentations for next day		
11 December			
09:00am – 11:00am (Each presentation	Findings Sharing of Plenary Session-1	PMO (Venue 1)	
will be 30 minutes)	Findings Sharing of Plenary Session-2	PMO (Venue 2)	
	Findings Sharing of Plenary Session-3	PMO (Venue 3)	
	Findings Sharing of Plenary Session-4	PMO (Venue 4)	
11:00am – 12:00pm	Discussions and Q&A	PMO	
12:00pm - 01:00pm	Closing Session & Group Photos	PMO	Chief Guest : Chair : Guests :
01:00pm - 02:00pm	Lunch Break		
02:00pm – 04:00pm	Visit: Parliament Building	National Parliament	All Participants

ANNEX 2: Presentation











Innovation in Public Service Delivery in Fiji

Ria Sen

Access to Justice, Rule of Law and Human Rights Programme Reporting & Communications Specialist UNDP Pacific Office

RIGHTS, EMPOWERMENT AND COHESION (REACH) FOR RURAL AND URBAN FIJIANS PROJECT

#FIJIREACH

Reach the furthest behind first

Fiji Country Context ABOUT FII Island geography: Remoteness Population: 900,000 approx Natural hazards: Potential to wipe out hard-earned development gains Middle income country Challenges for citizens and service providers: High time-costs-visits for delivery & receiving public services #FijiREACH Reach the furthest behind first

REACH Project Overview

Duration: 2015-2018

Funded by: Govt. of Japan & UNDP Location: Throughout Fiji

Using unique for Fiji mobile service delivery approach:

- Awareness-raising of social, economic and legal rights in the Constitution of Republic of Fiji.
- Access to services associated with these rights.
- Strengthening institutional capacity to deliver these services.





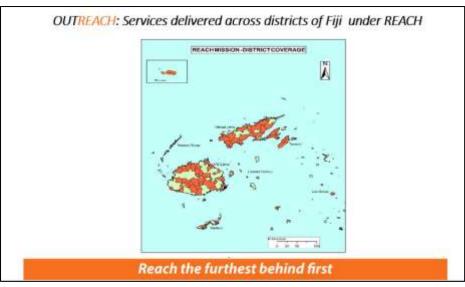


Results from 1 Jul. 2015 to 10 Nov. 2017 - Rigorous Data Collection:

- > 11010 people (5283 women, 4987 men and 740 children) benefitted from mobile awareness-raising and service delivery.
- 589 communities (88 out of 203 districts) across all 14 provinces of the country and Rotuma.
- Services delivery to <u>13747 persons.</u>
- Service Providers: Ministry of Women, Children and Poverty Alleviation; Legal Aid Commission; Human Rights and Anti-Discrimination Commission & other entities (Births, Deaths and Marriages; and Fiji Police Force)

#FijiREACH

Reach the furthest behind first







INCLUSIVITY for REACHING THE FURTHEST BEHIND FIRST

- Fiji Association of the Deof (FAD): The REACH Project invited FAD to a recent awareness and service delivery conducted in Nausori Market. 5 members and 2 sign language interpreters participated and accessed services using the REACH bus.
- United Blind Persons of Fiji (UBPF): Through the Disability Unit, Department of Social Welfare, the production of brochures on social welfare services by the Fiji Government for people living with disabilities is being supported.
- Spinal Injury Association (SIA): Upcoming awareness and service delivery missions combining SIA's mission planned. SIA is interested in visiting communities for carrying out follow-up activities and data collection with those who have received wheelchairs and crutches from SIA.





REACH Video in Sign Language More videos

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DIGITIZING PUBLIC SERVICES

Pilot concept. Start-to-Finish (S2F) Service Delivery Tracker app for Fiji

- Addressing demand side: Registering, recording and receiving public service delivery requests.
- Addressing supply side: Tracker for reflecting dispensation of public service delivery requests.
- Feedback loop then to be enabled; Citizengovernment communication.
- South-South cooperation: Learning from UNDP Bangladesh's successful <u>Access to Information</u> initiative.
- Initial testing: Using Human Centred Design approach.



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South-South Exchange

Who? UNDP Bangladesh & Access to Information (a2i)

What?

- · Mentorship and guidance
- · Technical expertise

Covering?

- Fiji-Bangladesh learning exchange
- Expert engagement for systems development & deployment

Going Forward...

 An Interoffice Memorandum between UNDP Pacific and UNDP Bangladesh in place



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Questions?

Thank you

E-mail: ria.sen@undp.org Twitter: @Ria1S1

UNDP REACH Webpage

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ANNEX 3: Social Media

