Unlocking public service delivery value through ICT innovation

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Presentation structure

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1. Objectives of the presentation

The presentation will:

- illustrate why it is critical to get the ICT landscape ‘right’ to achieve an innovative citizen-centric public service through enabling technologies. This is against the backdrop of ICT being a critical enabler of innovation for public sector modernization.

- outline the challenges faced by the public service innovation landscape and explore futuristic scenarios of service delivery innovation.

- explore the importance of strategic partnerships and appropriate partnership models for successful service delivery innovations.
Problematic/unique presentation

- Raises issues, makes old pleas rather than provide new intelligence
- Griping opportunity for those of us in the business of service delivery innovation
- Strangeness/awkward – you cannot ask me questions because I’m posing them first
2. The CPSI

- Established in 2001 as a Section 21 company (not-for-profit) by Minister for Public Service & Administration
- In 2008 became **first Government Component** to be listed as per amended Public Service Act of 2007 (‘lean’ government entity with single mandate reporting to Minister)

- **The Public Service Act** mandates the Minister for Public Service and Administration to drive innovation in the public service:
  - Minister is “responsible for establishing norms and standards relating to transformation, reform, **innovation** and any other matter, to improve the effectiveness and efficiency of the public service and its service delivery to the public”.
    - Public Service Act of 1994 as amended in 2007

- It is therefore a facility of government with public sector wide reach, established to **entrench and drive the culture and practice of innovation** in the Public Service in response to identified service delivery challenges and focussed on government’s priority outcomes.
  - **Vision** - A Solution-focused developmental Public Service
The CPSI

- **National System of Innovation**
  - Driven by Dept. of Science & Technology through TIA, NACI, Science Councils and Tertiary Institutions

- **Closing the Gap:**
  - OECD review suggested that extending beyond science and technology into other sectors would complete the NSI to also impact on public service delivery

  - CPSI is thus linking NSI with service delivery needs and challenges

- ICT and Non-ICT innovations
  - for ICT Innovations we rely heavily on the ICT sector for our functionalities and for guidance.
More Active, Knowledgeable, Demanding Citizens (world-wide)

Today's citizens are no longer passive consumers of public services:

- they are sophisticated, more informed, demanding better, more efficient, more personalized processes and multiple channels of access that match their preferences

- they want a coordinated, accessible and integrated experience – services that meet their needs, rather than reflecting departmental structures and boundaries. As they say, citizens shouldn’t have to know which department is responsible for a particular service.

- In Australia, for instance, this has pushed governments to consider service delivery around client groups or integrated portals rather than around departments, agencies or service types. Brazil has a best practice.

- citizens expect governments to provide more citizen focused services around life episodes or particular client needs (e.g. in Australia)
4. Government intentions

Public sector transformation has emerged in many countries as a crucial element of government effectiveness and success, particularly adopting ICTs as an enabler.

Transformational government emphasises the important role of ICTs in enabling the delivery of modernised public services.

- Modernisation is defined as an increasing emphasis on citizen choice, personalisation of services and understanding and responding to service user needs.
Government intentions

- governments want to provide **multi-channel access** and streamlined, targeted, open processes

- governments are driven to provide users with a **seamless service experience**; to reduce **citizens’ cost-to-be-served**; and to achieve efficiencies that help reduce government’s **cost-to-serve**

**E-Government** is one of defining features of modern public administration.
5. Challenges facing government

- Typically governments are the largest organisations with complex structures where individual departments work in their respective silos

  - fragmented business processes and duplicated systems and technologies, create obstacles in cross sector interoperability

- Governments face back offices stuffed with legacy systems that house mission critical processes and data that are brittle, difficult to change and not integrated

- Processes and data are tied to a department, and inter-departmental processes are often paper based

- Not only are citizens in the dark, but often one department is in the dark with regard to another department
Challenges facing government

- The majority of South Africans still do not have access to information and communication technologies (ICT) and, as such, there is still a large digital divide between citizens.

- Geographical challenges/discrepancies still persist - rural
6. Desired/required environment

- Improving internal efficiency in the delivery of public services requires:
  - i) collaborative information and assessment systems,
  - ii) collaborative citizen interface,
  - iii) networked, integrated and joint delivery (Accenture report on Health).

HOW DO WE ACHIEVE THE 3 MAIN requirements

- Identify the interactive, collaborative and integrative technologies (enabling technologies) that will have the greatest impact on process, data or application integration.
Due to considerable budget constraints, governments are looking for ICT low-cost solutions which would provide effective and efficient outcomes:

i) Connected/ joined-up government

   According to the United Nations “the concept of connected government is derived from the whole-of-government approach which is increasingly looking towards technology as a strategic tool and as an enabler for public service innovation and productivity growth” (United Nations, 2008)
Now, the objective is to use technology to enable transformation and to "join up" government — that is, to overcome government's traditional structure in departments and agencies to deliver a seamless set of services and integrate processes across organisation boundaries.

Vehicle for joined-up government: E-government
ii) **Government Enterprise Architecture** is a critical success factor for all types, scale and intensities of e-government programs to make government organisations citizen-centered.

iii) **Mobile government**

   - **Mobile technology** bypassing the need for traditional physical networks for those who are unable or unwilling to access public services through the Internet or who simply prefer to use mobile devices.
iv) Government clouds

- Some countries are already implementing Government Clouds which will allow them to cut spending for IT infrastructure, manage IT and labour resources more efficiently and provide high quality public services to the population.

- A Training Workshop for WB Staff and Government Clients, September 09, 2010, Washington DC - to introduce the concept of Government Cloud, cover many issues including fostering innovation in the public sector.
8. Exploiting Solutions for urgent service delivery needs

- How do we get water to rural communities?
  - GIS, Google Earth, remote sensing for water quality & quantity (WHY NOT USING THEM MAXIMALLY?)

- How do we get education to children still learning under trees, sharing books, sharing teachers, etc.

- How do we deliver social grants when they can’t cross rivers (SASSA taken strides) – CELL-PHONE SIGNAL CAN CROSS THE RIVER (Cell-phone banking in Kenya)

- Intestate (dying without a Will) – Will should be generated as you step into a job
9. Futuristic scenarios

- Biometrics: Stopped at a road block – from your fingerprints they can link you up to all your achievements and ‘sins’ – linking up with number-plate recognition

- Crime: as you see the crime happening, deploy police or … car, track the criminal till he/she is captured

- “Behavioural Economics” in health: Order a pizza and they advise you on the basis of your health profile
Futuristic scenarios (Mobile services - the future is available now)

- Work done by Meraka and others:
  
  **Mobile bus ticketing**
  
  **Small Business Management**
Futuristic scenarios

- Work done by Meraka and others:

  Marketing and Advertising  
  Prepaid water and electricity

[Images of marketing materials, a phone with an app interface, and a prepaid water/electricity device]
Futuristic scenarios

- Work done by Meraka and others:
Futuristic scenarios

- Work done by Meraka and others:

  Government “Smartline”

  Information sharing
Futuristic scenarios

- Work done by Meraka and others:

  - Clinic appointments
  - Problem-reporting system
10. The case for innovation – getting closer to intentions

- Public sector Innovation has been identified as a critical ingredient for transformation and modernisation of public services.

- Where policies have not solved service delivery problems, innovation should step in (doing extra-ordinary things to find solutions; taking risks to find solutions)

- Innovative solutions to inform policy (not innovation for its own sake)
11. Enabling environment for innovation - Building blocks for transactional services

- Integration / Seamlessness of Systems and Databases
  - within a government sphere (between related departments)
  - across different sphere (national, provincial, local)
  - across process hierarchies (operational, management and leadership levels)
  - between the public and private sectors (service provider and an integrator, intermediary)
12. Innovation terrain challenges

i. Solutions – moving targets
   - Why are all these solutions moving targets when it comes to addressing service delivery challenges?
   - E.g. Interoperability of Systems

ii. We are non-the wiser!
   - After many years, talking e-government we are non the wiser. e-Government has gone through the ‘Trough of Disillusionment, with few successes and the full potential of deploying e-services not being realized’. SA dropped from 61st to 97th place in latest UN e-Gov Survey
iii. Things put on the back burner

- As early as 2002/3 the concept of “life event” processing (“Cradle to Grave”) was introduced in South Africa, in line with the realisation that many government services were aligned to life events. A number of possibilities were considered and international case studies were analysed.

- Ten years ago we talked about closing the digital divide but there are still glaring signs of unconnected citizens

- Why is grants collection still regionalised?

- Data is not clean – PERSAL, etc. – for how long? What will it take really?
Innovation terrain challenges

- Innovation is highly reliant on KM but where are good KM systems?

- We are using ICT for business purposes - why not for service delivery?

- Big problem: There is insufficient standardisation of systems, infrastructure
iv. Disconnect between the ICT and service delivery innovation spaces
(We’ve stopped talking collaboratively about these issues)

- **We need to instigate a lively debate** on how to achieve m-Government, e-Government for innovative service delivery, connected government, joined-up government, etc.

- **Please simplify for us** – the languages baffles us, we don’t know how to make the connection between what you say and what we want to achieve – not your fault (education system). Help us communicate our functional needs to you

- Conversations focus on your own *intra-departmental challenges and solutions* to sort out internal problems
  - less on collaborative (interdepartmental solutions with appropriate stakeholders)
  - innovators also waiting (arms folded) for miracles from this sector, reading our minds or guessing our functional needs)
Innovation terrain challenges

v. Stopping at pilots (celebrate): no roll-out

- Telemedicine technologies – why not expanding to reach more rural communities?
  - The CSIR piloted research to assist a rural community with improved healthcare through an intervention using information and communications technology (ICT). WHERE IS THAT SOLUTION NOW? WHY IS IT NOT BEING ROLLED OUT TO OTHER AREAS?

- Gains in tele-education – why did it not expand into areas reportedly too remote?

- Biometrics technology very old in South Africa – why not extending into other sectors?
vi. Lack of Cross-pollination

- Why are gains made in traffic ticket management and fee collection not extending into other services e.g. license renewals?
- Gains in tax collection extend to birth registrations?
13. Strategic partnerships model

- **Piloting partnerships**: come pilot for free (we provide you with a platform – a public service institution)

- **IP Partnerships**: With private sector and R&D community. We pilot together, we share IP

- **Intellectual capital partnerships**: Sharing best practices, competencies, with academic institutions, NGOs

- **Service Delivery Partnerships**: with service delivery sectors
In conclusion...

- Take ownership of the country’s challenges

- Let us kick-start a conversation on how you can and will develop “enabling technologies” to enhance service delivery

- Take ownership e-gov, m-gov, joined-up gov and help us achieve these

- Get us bandwidth

- Get practical, get hands on – we’ve been talking for a long time
References

- ACCENTURE Report


- Singapore

- Christopher Baum

- Merryl Ford (Meraka)
Thank You