Service Delivery Model and a Few Case Studies

Citizen-Centric eGovernment
State Consultation Workshop
July 2011
TENETS OF SERVICE DELIVERY

<table>
<thead>
<tr>
<th>Effectiveness in Service Delivery</th>
<th>Efficiency in Service Delivery</th>
<th>Equity in Service Delivery</th>
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<tbody>
<tr>
<td>• <strong>Accuracy</strong> of Response</td>
<td>• <strong>Cost factor is low</strong> in acquiring services</td>
<td>• Ensuring <strong>affordability</strong> in service and information provision</td>
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<tr>
<td>• <strong>Timeliness</strong> in provision of information and services</td>
<td>• <strong>Waiting time is low</strong> in acquiring services</td>
<td>• Ensuring accessibility in information and service provision to ensure inclusion of communities geographically or otherwise marginalised</td>
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<td>• <strong>Eliciting feedback</strong> from communities on information and service delivery</td>
<td>• <strong>Procedures are streamlined</strong> by reducing the layers of bureaucracy</td>
<td>• Ensuring <strong>no nepotism</strong> in information and service provision</td>
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<td>• Inviting community participation in construction and provision of services</td>
<td>• Ensuring <strong>skills of service providers are commensurate</strong> with the requirements of information and service provision</td>
<td>• Usage of <strong>appropriate channels and devices</strong> in information and service delivery keeping in mind the targeted communities</td>
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<td>• <strong>Reliability</strong> in services</td>
<td>• Ensuring <strong>collaboration with the private sector</strong> and/or civil society in delivering services</td>
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SERVICE DELIVERY MODEL AND A FEW CASE STUDIES

FRAMEWORK FOR ANALYSIS

FOUNDATIONAL TIER

PERFORMANCE MONITORING
- Service Objectives well-defined
- Indicators of Assessment Defined
- Monitoring Mechanism in Place

LEGAL AND QUASI-LEGAL
- Codified Laws and Rules in Conformity with Processes
- Flexibility to enact rules for enhancing service delivery

INSTITUTIONAL STRUCTURE
- Dedicated Institutional Structure for Service Delivery
- Appropriately Skilled and Empowered
- Clear Responsibilities

ENABLING TIER

ORGANISATIONAL CAPABILITY
- Organizational Staff Strength
- Staff Capability-Rules, Processes & Technology
- Staff Capability-Customer Service

PROCEDURES AND PROCESSES
- Re-engineered & Standardised Processes
- Clearly Defined Role Allocations
- Well-defined timelines and platforms

SYSTEMS AND TECHNOLOGIES
- Integrated Data Structures
- Standardised Applications
- Omnipresent Networks

DELIVERY TIER

SERVICE DELIVERY
- Service Delivery Principles
- Service Delivery Parameters
- Redressal/Escalation Mechanisms

EXTERNAL COMMUNICATION
- Regular Awareness Sessions
- Institutionalized Customer Feedback
- Consultative Mechanisms

FRONT OFFICE/CITIZEN INTERFACE
- Front Office Access, Ambience and Infrastructure
- Service Delivery Channels
- Helpdesk Features

CITIZENS/COMMUNITIES/CUSTOMERS
Integrated Urban Services Delivery enabled by ICT

- Citizen to visit multiple offices even for simple services like payments
  - Restricted hours: **10.30 AM to 5.00 PM**
  - Service hours not convenient
  - Long journeys and travel time to offices
  - Long Queues
  - Too much physical interface with offices staff

- Only the e-Seva interface whenever required or the portal
  - Restricted hours: **8AM to 8PM**
  - Service hours more convenient now
  - **Government at the citizen’s doorstep**
  - Long Queues
  - Only one physical interface
eSeva- Other Facts

**AWARDS**
- Computerworld Honors (USA) 2002
- CAPAM Commendation 2002
- National e-Governance Award 2003
- CAPAM Silver Award 2004

**To be addressed by Departments**

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<tr>
<th>MONITORING AND EVALUATION</th>
<th>LEGAL AND PARA-LEGAL CHANGES</th>
<th>POLICY AND INSTITUTIONAL FOCUS</th>
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<td>ORGANISATIONAL CAPABILITY</td>
<td>PROCESS REFORM</td>
<td>TECHNOLOGY ENABLEMENT</td>
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ICT-enabled through e-Seva
Mobile Technology for Community Health (MOTECH)

**Partnership Between**
- Ghana Health Service
- Grameen Foundation
- Columbia University’s Mailman School of Public Health

**Funded**
Bill & Melinda Gates Foundation
Deloitte.

Mobile phones to increase the quantity and quality of prenatal and neonatal care in rural Ghana

**“Mobile Midwife” application**
- Pregnant women/families receive SMS or voice messages that provide time-specific information about their pregnancy each week in their own language
- Educational information

**Nurses’ Application**
- Community workers record and track the care delivered
- Java application for health workers
- Nurses enter data about patients’ clinic visits into forms on the mobile phone and send this to the MOTECH servers.
- MOTECH checks patients’ care information against schedule of treatment by Ghana Health Service.
Challenges and Lessons

- Java-enabled handsets are more suited to poor network areas than SMS because forms can easily be saved on the phone and uploaded when connectivity is restored.
- Security features such as user authentication schemes can be built into java forms, but are not possible with SMS. (sensitive patient information)
- Leveraging java-enabled phones better facilitates the development of more sophisticated application
- Allow for accidents and create broad accountability – Phones can get stolen or lost!
- MOTECH was seen as a “project” by nurses; that is, instead of seeing MOTECH as an element of their normal responsibilities as an employee of Ghana Health Service, nurses regarded it as something extra brought to them by an external organization that would one day go away.
Service Improvement Initiative

Government of Canada to achieve a significant, quantifiable improvement in client satisfaction with its services over the next five years.

Initially Treasury Board had approved a five-year Service Improvement Initiative:

- Adopt a continuous improvement planning and implementation approach;
- Documented baseline measures of citizen satisfaction for key services to public;
- Annual service improvement plans based on clients' priorities for service improvement;
- Improvement target for client satisfaction over five years for each key service to the public;
- Adopt and publish core service standards for each service channel;
- Incorporate results-based service improvement accountability for managers as part of existing performance management systems, commencing with Deputy Ministers;
# SERVICE DELIVERY MODEL AND A FEW CASE STUDIES

## Dimensions and Variables

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<th>Variables</th>
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| **Responsiveness** | • timely delivery of service  
• number of contacts to receive service  
• waiting time  
• timely reaction to expressed concerns  

Service Staff are: empathetic, courteous, helpful, skillful and competent, equipped with up-to-date information, respectful, flexible, fair, able to protect my privacy/confidentiality |
| **Reliability** | • provided needed service  
• provided what was promised  
• adhere to policy/ standards  
• minimal error rate |
| **Cost** | • ease of billing/payment  
• reasonable cost |

## Access and Facilities

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| • convenient location and physical access to building  
• comfort of offices and waiting areas; adequate parking  
• hours of service  
• appearance, clarity and location of signs  
• ease of obtaining appointments  
• telephone access and use of technology  
• variety of access modes |

## Communications

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| • questions were answered  
• availability of information  
• plain language  
• consistency of information/advice  
• services delivered in official languages  
• ease of understanding information, documents  
• ease of procedures |

## CASE STUDY - GOVT OF CANADA
SERVICE DELIVERY MODEL AND A FEW CASE STUDIES

Constitution of South Africa
Other Relevant Legislations, Gazettes, White papers etc

White Paper on Transforming the Public Sector

White Paper on Transforming Public Service Delivery (Batho Pele)

Batho Pele Public Sector Revitalisation Strategy

Department 1  Department 2  Department 3  Department “n”

Departmental Strategic Plan

Departmental Service Delivery Improvement Programme

Monitoring and Evaluation

Service Delivery Quality Parameters
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<th>Service Parameters</th>
<th>Details</th>
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| Appearance of physical facilities | • Are facilities attractive?  
• Is staff dressed appropriately?  
• Are materials easy to understand?  
• Does technology look modern? |
| Reliability | • Does response happen as promised?  
• Are exact specifications followed?  
• Are reports free of error?  
• Is service right the first time?  
• Is level of service same at all times of day and for all members of staff? |
| Responsiveness | • Does organization respond quickly?  
• Is staff willing to answer questions?  
• Specific times given to customer? |
| Competence | • Are materials provided appropriate?  
• Can staff use technology skilfully?  
• Does staff appear to know? |
| Courtesy | • Do staff members have a pleasant demeanor?  
• Does staff refrain from acting busy or being rude when customers ask questions?  
• Are those who answer the telephone considerate and polite?  
• Does staff observe consideration of the property and values of customers? |
| Credibility | • Does service organization have a good reputation?  
• Are responses given accurate and consistent with other sources? |
| Security | • Is it safe to enter the premises and to use the equipment?  
• Are documents and other information provided for the customer held securely and free of unauthorized use?  
• Can customers be confident that service provided was done correct? |
| Access | • How easy is it to talk to a knowledgeable staff member when customers have a problem?  
• Is it easy to reach the appropriate staff person?  
• Is service access points conveniently located? |
| Communication | • When customer contacts’ service point, will staff people listen to their problem and demonstrate understanding and concern?  
• Can staff explain clearly the options available to a particular query?  
• Do staff avoid using technical jargon when speaking with customers?  
• Does staff member call if a scheduled appointment will be missed? |
| Understanding the Customer | • Does staff recognize regular customer?  
• Is level & cost of service consistent with customer requirement?  
• Are service providers flexible accommodate customers’ schedule? |
FRONT OFFICE RECOMMENDATIONS

- **Attractive front office** capable of providing responses to a full range of enquiries
- Adopt **locational specificity** in the design of front offices
- Exploit **mobile phones** as a media for offering services
- Respect citizens’ need for anonymity when they share data
- Simple and easy means to unsubscribe from services

EXTERNAL COMMUNICATIONS RECOMMENDATIONS

- Identify and **align citizen expectations to service targets**
- Hold suitably tailored public campaigns
- **Segregated, easy to locate information** through a portal
- Extend informational guidance on real-life events
- Address **grievance redressal by resolving repetitive grievance in open sessions**

SERVICE DELIVERY RECOMMENDATIONS

- Internalise and **publish core service standards** linked to departmental plans
- Define service delivery parameters objectively/measurably and take citizen feedback
- Develop multi-channel interfaces for citizen to offer feedback on service delivery
- Operationalise a “May I Help You” counter to offer unclassified services
- Build **trust and confidence of citizen and assure them of privacy** of what they share
- Have a dedicated group to look at grievance redressal or complaint resolution
- Adopt **checks and balances to minimise spurious cases**; complete transparency
- Ensure confidentiality and penalise breaches of privacy
## PROCESS REFORM RECOMMENDATIONS

- Free officials from **non-core activities**.
- Follow and publish **standardised processes across all locations**
- **Customer segmentation** to craft specific responses to citizen problems
- **Record and segregate progress** of all complaints - associate response timeframes
- Uniquely identify every complaint

## ORGANISATIONAL CAPABILITY RECOMMENDATIONS

- Link officials’ **performance appraisal to service delivery**
- Link successful completion of **service delivery training to professional milestones**
- Familiarisation exercise must accompany technology development activities
- Capacity building for **technology, customer service and domain knowledge**

## TECHNOLOGY ENABLEMENT RECOMMENDATIONS

- **THINK BIG, START SMALL AND SCALE FAST**
- Have **seamless continuity of data** across all locations
- Deploy **redundancy of channels** through which to communicate
- Have status tracking facility for different services over the web and the mobile
- Adopt multi-channel delivery for resolution of complaints
- Log all complaints into a database
MONITORING & EVALUATION RECOMMENDATIONS

• Continually monitor progress towards realising service delivery targets
• Have dedicated institutional structures for monitoring/ evaluation

LEGAL CHANGE RECOMMENDATIONS

• Effect changes in law that are commensurate with process reform changes

POLICY AND INSTITUTIONAL FOCUS RECOMMENDATIONS

• Impart a policy level focus for citizen service delivery
• Institutionalise a service delivery improvement team for focussed attention
• Invoke top level participation for service delivery reform recommendations
• Ensure top level political and executive commitment
• Downlink policies to strategies and actionable programmes and projects