INNOVATION IN SERVICE DELIVERY:
A HOLISTIC APPROACH FOR RESPONSIVE SERVICES

Adriana Alberti, Ph.D.
Senior Governance and Public Administration Officer
Division for Public Administration and Development Management
United Nations Department of Economic and Social Affairs

Applied Policy Seminar
"Policies for Innovation and Knowledge-based Development in the 21st Century: Innovation in the Public Sector"

United Nations Economic Commission for Europe
10 October 2013

CONTENT

1. Why a holistic approach to innovation in public service delivery?

1. How can public service delivery be transformed? Key strategies

2. Good practices from around the world

EFFECTIVE AND INCLUSIVE SERVICE DELIVERY IS THE HEARTBEAT OF PROSPEROUS SOCIETIES

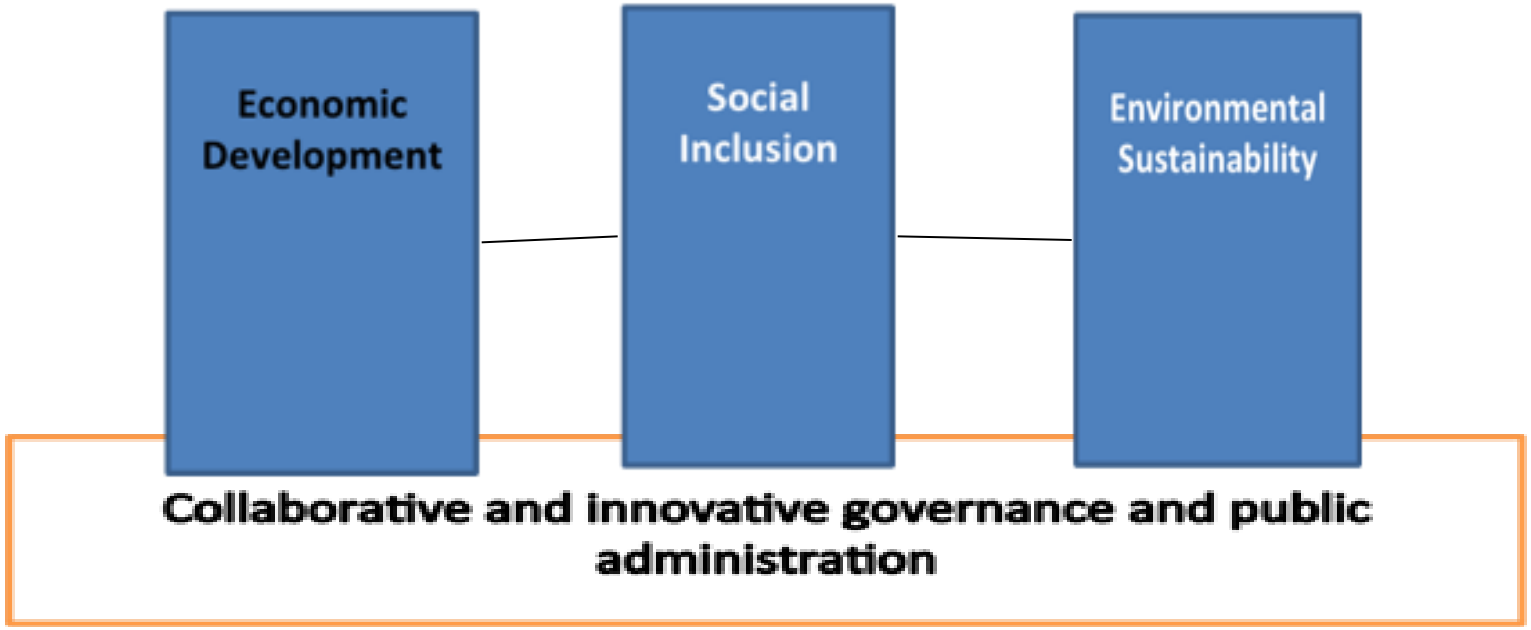
WHY A HOLISTIC APPROACH TO INNOVATION? SERVICE DELIVERY CHALLENGES

Business as usual is not an option.

Governments are faced with a number of domestic challenges in terms of service delivery. They need to be:

- More responsive to citizens' needs, accountable, and effective
- Receptive to an increased demand from citizens for enhanced participation
- More inclusive services (vulnerable groups), higher quality services but with less resources

Post-2015 SUSTAINABLE DEVELOPMENT AGENDA



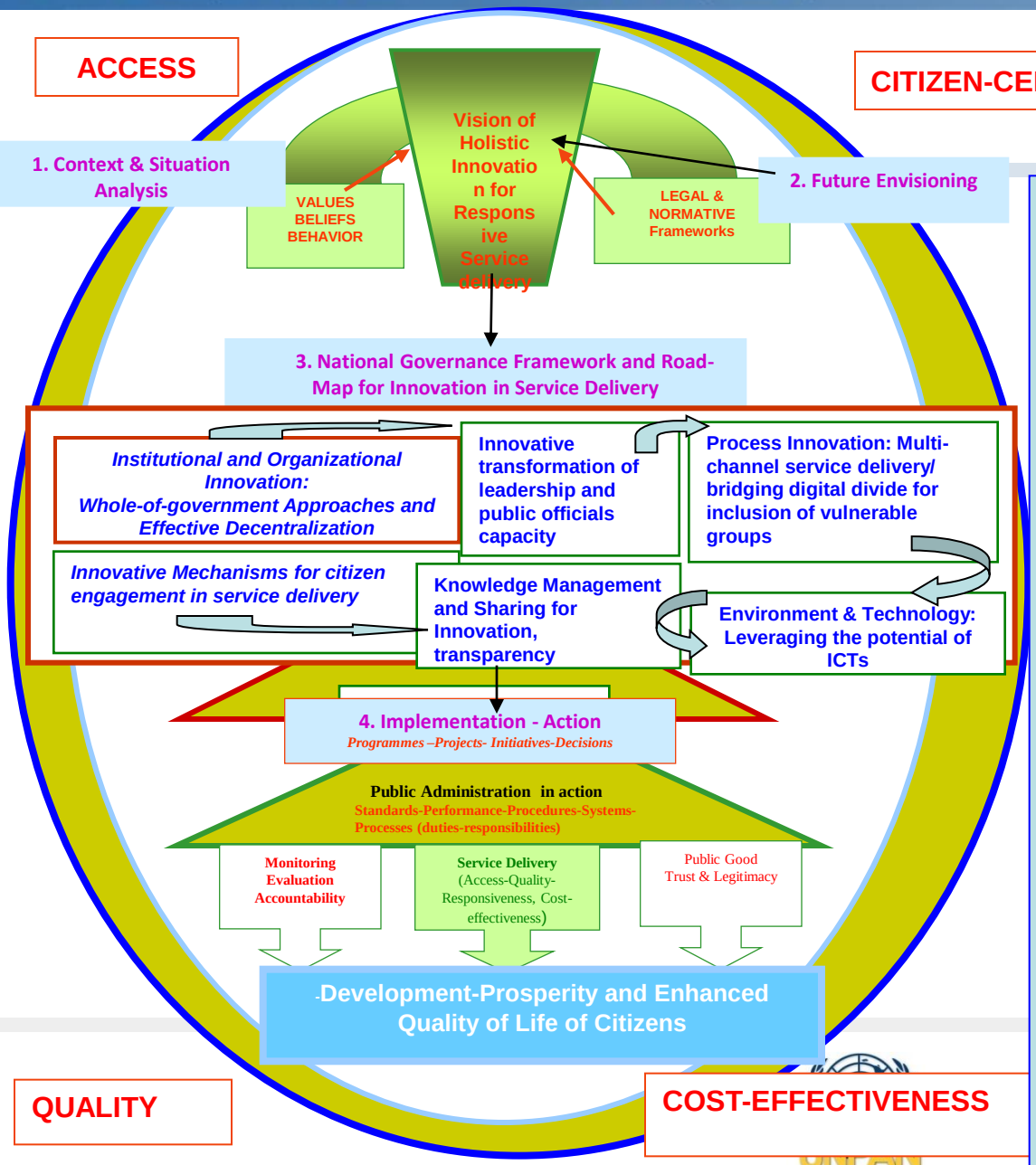
Governments are also being called to respond to complex, multi-faceted and inter-dependent challenges, which require a holistic government transformation through enhanced coordination of policies, decision-making processes and integration of services.

WHY A HOLISTIC APPROACH TO INNOVATION?

PUBLIC SECTOR PARADIGM SHIFT: TOWARDS COLLABORATIVE AND INNOVATIVE GOVERNANCE

Governments should:

- Become catalysts for change and innovation instead of mere service providers;
- Facilitate networked co-responsibility by empowering communities to take part in the solution of their own problems;
- Allow for a competitive rather than monopolistic approach to provision of goods and services;
- Become entrepreneurial in generating revenues and promoting partnerships;
- Operate in an integrated and collaborative manner across departments and agencies;
- Become pro-active instead of reactive anticipating problems;
- Make full use of opportunities afforded by the application of ICT in Government in order to bridge the digital divide
- Transform mind-sets and build a culture of transparency and accountability



A Holistic Approach: WHAT and WHY?

(1) Given that challenges are cross-cutting and require holistic responses, innovation should not only be seen as a single practice, but as a process to transform government as a whole to better respond to its citizens' needs and aspirations.

(2) In this sense, innovation can be defined and measured in terms of quality and degrees of transformation in relation to context specific sustainable development goals and citizens' aspirations.

(3) It is essential to address in an integrated and holistic manner strengthening institutional frameworks, processes and mechanisms, leadership and HR capacities, ICT development and knowledge sharing, innovative channels to engage citizens and partners to deliver services equitably and effectively.

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HOW CAN PUBLIC SERVICE DELIVERY BE TRANSFORMED: STRATEGIES FOR INNOVATION

(1) Collaborative and innovative leadership and enhanced public officials capacities

(2) Institutional innovation: whole-of-government and decentralization

(3) Process innovation: multi-channel service delivery

(4) Innovative channels and mechanisms for partnerships and citizen engagement, including e-participation

(5) Organizational culture that promotes knowledge sharing and management for innovation, transparency and accountability including through open data govt.

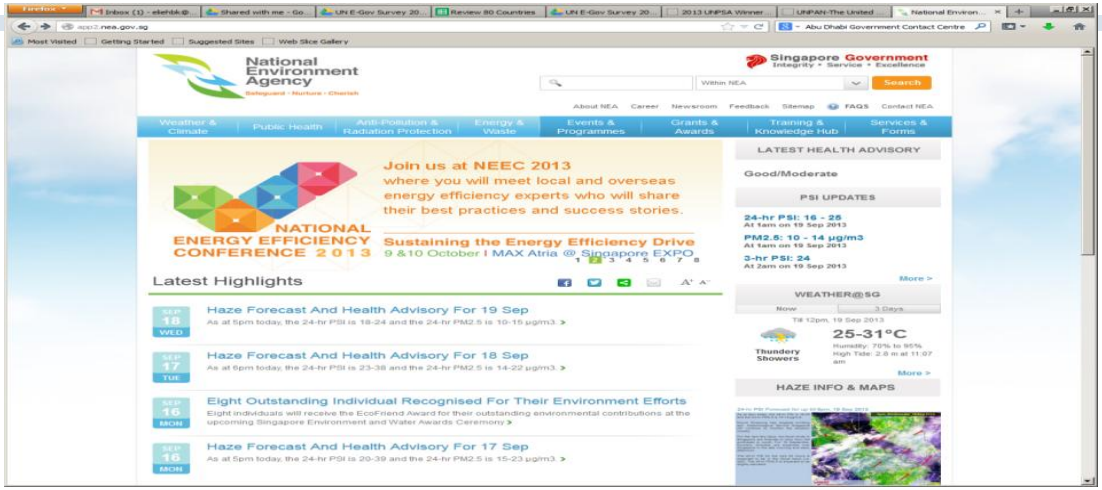
(6) Leveraging the potential of ICTs through an integrated management strategy, adequate ICT infrastructure, human capital

TOP 15 COUNTRIES IN ONLINE SERVICE DELIVERY

Ranking	Country	Online service Index
1	Republic of Korea	1.0000
2	Singapore	1.0000
3	United States	1.0000
4	United Kingdom	0.9739
5	Netherlands	0.9608
6	Canada	0.8889
7	Finland	0.8824
8	France	0.8758
9	Australia	0.8627
10	Bahrain	0.8627
11	Japan	0.8627
12	United Arab Emirates	0.8627
13	Denmark	0.8562
14	Norway	0.8562
15	Israel	0.8497

Source: UN e-Government Survey 2012

Good Practices from around the World

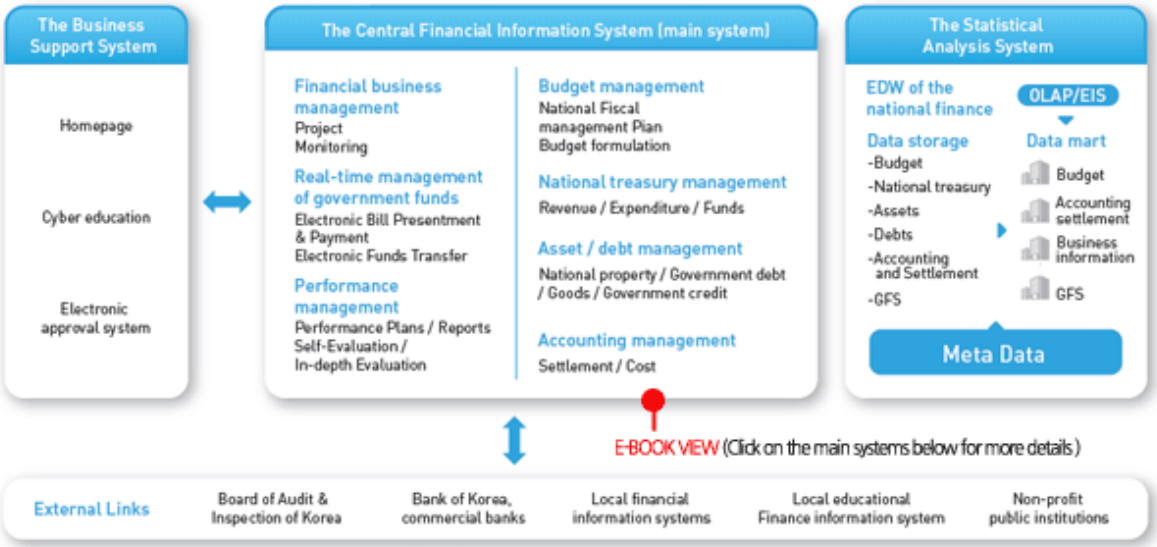


National Environment Agency Singapore (NEA)

The National Environment Agency has partnered with the People, Public and Private communities to engage and promote greater environment ownership in Singapore. One effort is the use of smart technologies to share environmental data (e.g. air quality, public health and weather) with government agencies and the public. NEA contributed to the development of 86 environment datasets and 17 spatial datasets for the Singapore Government data hub, SG-Data/GeoSpace, for inter-agency sharing. These datasets include weather information such as air quality, weather forecast, heavy rain warning, climate change, location of recycling bins. It also contributed 75 datasets and 8 map layers to the Singapore Government's one-stop portal service, www.data.gov.sg, for public use. Using smart phone technologies, NEA has co-created several mobile applications with private sector partners through crowd sourcing ideas from the public to promote greater environment ownership and provide real time information on environmental conditions.

2013 United Nations Public Service Award Winner

DBAS: Korea's Integrated Financial Management Information System
The Ministry of Strategy and Finance.



The Digital Budget and Accounting System (DBAS) is a good example to consider, it integrates all the existing financial systems and provides transparency in public finance. It is an innovative tool that manages the entire fiscal process, ranging from budget formulation to accounting, and integrates fiscal information by linking fiscal information of all public entities. The system is also known as “dBrain,” because of its function as the digital brain for fiscal management. The most distinctive feature of the DBAS is that it allows a holistic view of public finance. It consolidates fiscal processes of fifty-one central government agencies and links fifty-five external systems and local governments, public entities and subordinate organizations, fulfilling the requirements of the IMF’s 2001 Government Finance Statistics (GFS) Manual. The system further reinforces risk managing capacity by enabling real-time information sharing in public finance, such as revenues, expenditures, national assets and public debts.

2013 United Nations Public Service Award Winner

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