Enhancing Public Service Design and Delivery in Emerging Markets

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Public Service forms a fundamental tenet of governance through which a government provides a set of services to its citizens. Public service delivery can be described as the manner in which the public services reach the citizens. A public service delivery mechanism is said to be effective if the demands of the citizens are met, their grievances are addressed and opinions are considered. An Effective service delivery mechanism will lead to good governance [1].

In the recent past, various initiatives have been undertaken in order to improve the quality of the public service delivery mechanisms worldwide [2]. Governments have experimented with structures (centralized vs. decentralized), and delivery channels (technology vs. human interventions). These processes are uniquely tied to the specific requirement of the region, and are constantly evolving therein. However, the benefits of these efforts do not always accrue to the beneficiaries towards whom these services are targeted [3].

Many of the public services in Emerging markets are delivered in poor manner because of
- Inefficiency and ineffectiveness in service delivery methods including lack of information dissemination, trust and transparency.
- Centralized and over-bureaucratic administration involving corruption, inflexible policy and law, and lack of grievance redress systems [5].
- Limited usage of technology and lack of user-friendliness.

In our earlier work [4], we devised a public service maturity model (PSMM) that maps the existing elements (Information and Awareness, Delivery Performance, Grievance Redress, Policy and Law, Presence of Technology, and Feedback and Opinion Mining) of a service as follows.
- Level 1. Introduction
- Level 2. Monitored intervention
- Level 3. Meet some standards
- Level 4. Meet all standards
- Level 5. Effective and Efficient.

In this paper, we design an approach for moving ahead a public service in the public service maturity model so that the quality of service delivery improves. Thus, we redesign public services by having the feedback from the evaluation. The salient research contributions of this paper are as follows.
- Explore how public services can be delivered in better manner by analyzing the elements
- Apply the proposed ways in NREGS conceptually and evaluate the improvement in the process

Towards Better Delivery of Public Services

Information and Awareness:
It is very important that the beneficiaries should be aware that such a public service exists and also be aware of ways to access the public service. Citizens can be made aware of existence of public service by widespread advertisement of services in news and media. Information about accessing a public service can be improved by
- Providing a single point of contact for all information regarding the public services.
- Advertising public services at the end points, as the end points are the points of information dissemination in the service delivery chain.

Delivery Performance:
Following are the steps in methodology that make a service to progress from Level 1 to Level 5.
- Creating a service delivery chain through simulation, training the officials on the service delivery model, and implementing it in a pilot locality.
- Making a knowledge repository from pilot study and designing best practice guidelines and process documentations.
- Real deployment of services using best practice and process guidelines.
- Facilitating real time monitoring and feedback mechanisms.

Grievance Redress:
Enhancing public service grievance redress involves the following methodology.
- Establishing guidelines for recording and classifying grievances in public service offices.
Analyzing NREGS for Better Service Delivery

In this paper, we observe a public service process, National Rural Employment Guarantee Scheme (NREGS) [6]. NREGS was launched in 2005 by the Central Government of India with the aim of providing guaranteed employment for 100 days at certain minimum wage levels to eligible citizens who seek employment. In the case of NREGS, the evaluation (arrows in grey color) in Table 1 shows that the intended service has to make considerable improvement on the maturity scale. These scales were identified using a combination of quantitative and qualitative research techniques [4]. Our main sources of quantitative data were surveys of the official staff involved and the beneficiaries of the NREGS case study.

Applying the proposed changes in core elements of the public service impacts the design of the public service, thereby impacting the quality of service delivery. Black color arrows in Table 1 indicate the intended level of service delivery in NREGS after the implementation of the proposed enhancements. Please note that our proposal does not represent the views of service providers and/or associated third party sources in the NREGS.

REFERENCES

Table 1 Enhanced Service Delivery for NREGS (Grey arrows indicating the level of service that is currently being delivered. Black arrows indicate the intended level of service after the implementation of the proposed enhancements.)

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