



Training Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups

Module 7

Innovating Public Service for Vulnerable Groups





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Learning Objectives

- To understand what kind of public service innovation is needed in order to improve the benefits of public services for vulnerable groups and increase social inclusion



1. Critical Role of Public Service for SDG Achievement & Inclusion of Vulnerable Groups

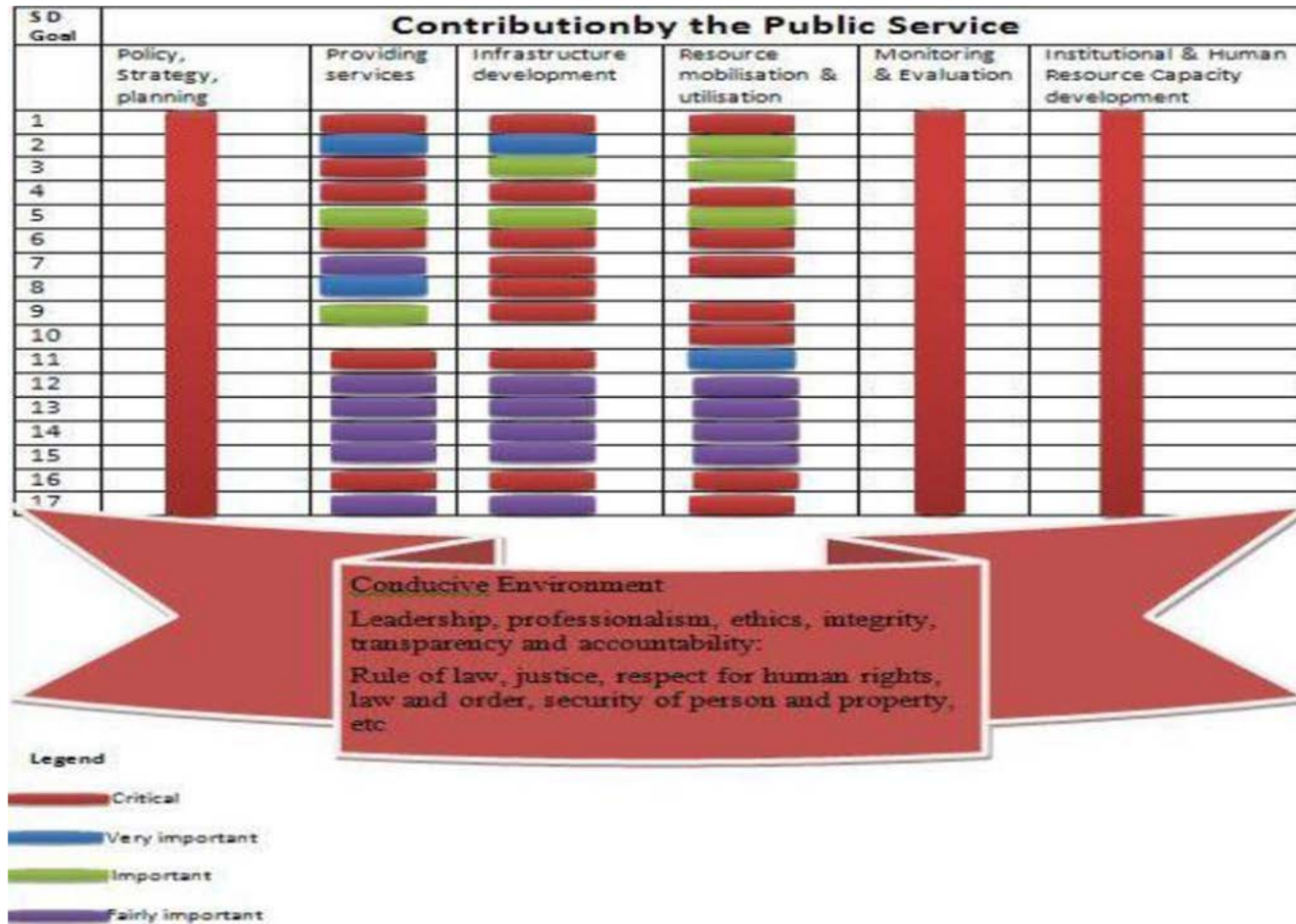


1. Critical Role of Public Service for SDG Achievement & Inclusion of Vulnerable Groups

- Achieving the SDGs requires effective, accountable and inclusive institutions at all levels (SDG 16).
- Providing public services of particular importance for those left behind and vulnerable groups:
 - *e.g. social aid, employment, housing, education, health care, clean water & sanitation*
- Hence, the importance of public service reform in order to facilitate access of vulnerable groups to services and improve service delivery.



1. Critical Role of Public Service for SDG Achievement & Inclusion of Vulnerable Groups



Source: What human resource capacities and talent will it take to implement the Post-2015 Development Agenda? Managing Talent in the Public Service. Presentation by Mr. John-Mary Kauzya,, at the 2015 United Nations Public Service Forum, Day and Awards



1. Critical Role of Public Service for SDG Achievement & Inclusion of Vulnerable Groups

Which Public Services Can be Important for SDG Achievement?

- Security and law enforcement
- Legal aid
- Registration and legal ID
- Health care
- Social aid
- Social housing
- Education: schools
- Employment services
- Labor protection
- Urban planning
- Transport infrastructure
- Public transport
- Telecommunication and digital infrastructure
- Waste management
- Electricity supply
- Water supply and sanitation
- Environmental protection & maintenance of ecosystem services
- Disaster prevention and management
- Emergency services



1. Critical Role of Public Service for SDG Achievement & Inclusion of Vulnerable Groups

Vulnerable group	Risks & vulnerabilities	Public service
People living in poverty	Illness, hunger, malnutrition, lack of housing, unemployment, crime	Social aid payments; Social food supply; Social housing; Health services; Employment services; clean water & sanitation; Security
People with disabilities	Low income, unemployment, illnesses	Education, schools; Health services; Employment services; Social aid payments;
People living with HIV/AIDS	Illness	Health services;
Elderly	Illness, low income	Health services; Social aid grants; Social housing;
Youth	Low human capital; unemployment	Education, schools; Employment services
Women	Large family size, domestic violence; unemployment	Education; Employment services; family planning agencies; security; legal aid.
Indigenous people	Natural disasters; lack of housing, access to water and sanitation	Clean water & sanitation; protection against natural disasters; maintaining eco-system services
Rural and urban informal communities	Natural disasters; lack of housing, access to water and sanitation	Clean water & sanitation; protection against natural disasters
Displaced people, migrants	Exposure to armed conflicts; lack of income, housing; illnesses and hunger; violence and crime	Social aid payments; Social food supply; Social housing; Health services; security



2. Obstacles to Inclusive Public Service Access & Delivery





2. Obstacles to Inclusive Public Service Access & Delivery

1) Lack of Accessibility to Public Services by Vulnerable Groups

- Lack of **knowledge** and **disaggregated data** about vulnerable groups: their needs, the context & the root causes of vulnerability
- Insufficient **human resources** and **skills** to deal with specific needs
- Lack of **capacity** of public services to act decentralized at local level
- Lacking **information** about services and how to use them
- Complex bureaucratic and slow **procedures**



2. Obstacles to Inclusive Public Service Access & Delivery

1) Lack of Accessibility to Public Services by Vulnerable Groups

- **Corruption**
- Lack of **legal ID**
- Lack of **literacy** of vulnerable groups and know-how about rights and application procedures
- Lack of **resources** (time, knowledge, transport) to apply for and receive services from different public authorities



2. Obstacles to Inclusive Public Service Access & Delivery

2) Quality of public service does not effectively meet the needs of the vulnerable group

- lack of accurate understanding of the different specific needs of different vulnerable groups due to the lack of their engagement in designing of the services
- lack of inclusive and people-centered mindsets of those who are designing and delivering the services
- lack of incorporating local contexts of vulnerability
- segmented and disjointed service delivery
- lack of efficient means of implementations (technology, resources, capacities, etc.)

3. Innovating Public Service towards People-Centered Public Service





3. Innovating Public Service Towards People-Centered Public Service

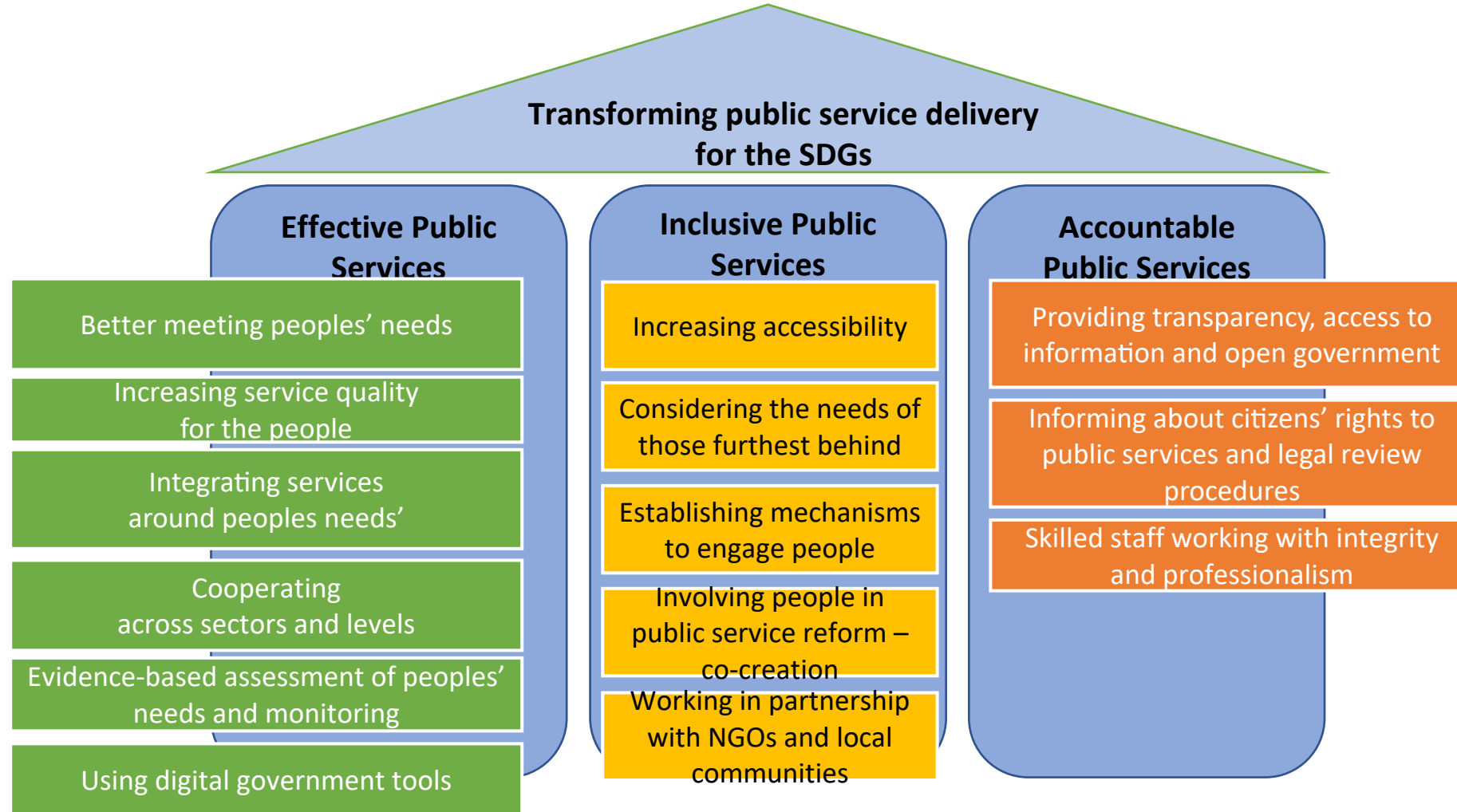
People-Centered Public Service

- Understand **people's needs**
- **Design** public service delivery around **people's needs**, instead of designing it around organizational structure of the government
- Focus on creating **external value** for the citizens and **people's satisfaction**
- Government as a platform for working-with-you not just-for-you for designing and delivering public services - Moving from a top-down approach of governing for people to a collaborative approach of **governing with people**
- Turn **people** into partners, collaborators and **co-creators** of public services





3. Innovating Public Service Towards People-Centered Public Service





3. Innovating Public Service Towards People-Centered Public Service

Methods and Elements of People-Centred Public Service Innovation

1. Transforming public services through digital government and integrating multiple public services
2. Increasing accessibility to public services through multi-channel service delivery
3. Enhancing transparency and accountability by open government data
4. Simplifying administrative processes for public service delivery
5. Decentralizing public services with enhanced role of local authorities
6. Providing services in cooperation and partnership with private sector and civil society organizations
7. Changing the mindset and behavior of civil servants



3. Innovating Public Service Towards People-Centered Public Service

1) Transforming public services through digital government and integrating multiple services

- Digital government is a cross-cutting element contributing to all the above-mentioned approaches to the creation of people-centered public services
- In principle, digital government has evolved through 4 stages:
 - Digitalization (technology in government): establishing government portals, and providing online access to public services
 - Transformation (electronic government): reengineering administrative processes, and enabling collaboration between government agencies
 - Engagement (electronic governance): utilising social media to engage citizens in government decision-making, and making government data available for businesses to build public services
 - Specialization (policy-driven electronic governance): supporting development in e- education, e-health, e-economy and other e-sectors, and supporting local communities and vulnerable groups in addressing their needs.





3. Innovating Public Service Towards People-Centered Public Service

1) Transforming public services through digital government and integrating multiple services

- Establishing decentralized units where multiple services are offered
- This can be an office: 'one-stop-shop'
- A person that coordinates the mobilization of multiple services for the client can function in a similar way – e.g. a community nurse mobilizing multiple services for elderly people at home
- The multi-dimensional challenges of vulnerable groups can be better addressed by integrating different public services (social aid, housing, education, employment, health) into a holistic service





3. Innovating Public Service Towards People-Centered Public Service

2) Designing the public service around the needs of the client or co-designing with other stakeholders especially vulnerable groups

- Revising and re-designing the service based on an assessment of the needs of the citizen/vulnerable group
- Switching from an inner-institutional perspective to the perspective of the citizen: 'stepping into the shoes of the citizen'
- Using quantitative data as well as qualitative methods, such as interviews and surveys, social media, workshops, role-play
- Enabling the citizen to participate in the designing of the public service: co-designing
- Considering the specific context of each target group, in particular the specific needs of vulnerable groups – e.g. making service easily accessible for women, disabled, migrants etc.





3. Innovating Public Service Towards People-Centered Public Service

3) Enhancing transparency and accountability by open government data

- Based on the principles of Open government and Freedom of information
- Sharing government data publicly
- Providing coherent and transparent information on public services on e-government platforms and other means of communication
- Communicating in a way that people from vulnerable groups can understand
- Empowering citizens by informing them about their rights to public services





3. Innovating Public Service Towards People-Centered Public Service

4) Simplifying administrative processes for public service delivery

- Mapping of service delivery processes and removing unnecessary bureaucratic steps
- Based on methodological tools and experience of civil servants
- Aiming at reducing administrative burden for the citizens: reducing the resources (time, costs, support for application) clients need to receive the service
- By reducing administrative burden and removing obstacles for vulnerable groups to access public service
- Objective: increasing effectiveness for the client; not to be confused with efficiency and cost-saving for the administration
- Digital government tools can contribute to process simplification: e.g. electronic payment of social aid



3. Innovating Public Service Towards People-Centered Public Service

5) Decentralizing public services with enhanced role of local authorities

- Moving the public service closer to the citizen/vulnerable group through decentralization: local governments or decentralized local service centers, mobile service centers, local digital centers
- Shifting responsibility for delivery of a broad range of services to local governments and empowering them to optimize delivery while improving multi-level coordination and guidance





3. Innovating Public Service Towards People-Centered Public Service

6) Providing services in cooperation and partnership with private sector and civil society organizations

- Applying participatory governance implies a switch in public service delivery from a top-down model to a collaborative mode of service delivery in partnership with local communities, NGOs and the private sector
- Based on the insight that complex problems can be better addressed in partnership with non-governmental stakeholders than by the government alone
- Cooperating with representatives and volunteers from the vulnerable groups allow to increase the inclusiveness of public service delivery
- ‘Co-creation’: the service is provided in cooperation of governmental and non-governmental stakeholders and/or the beneficiaries
- Participatory models allow to create enabling ecosystems empowering vulnerable groups and increasing their resilience



3. Innovating Public Service Towards People-Centered Public Service

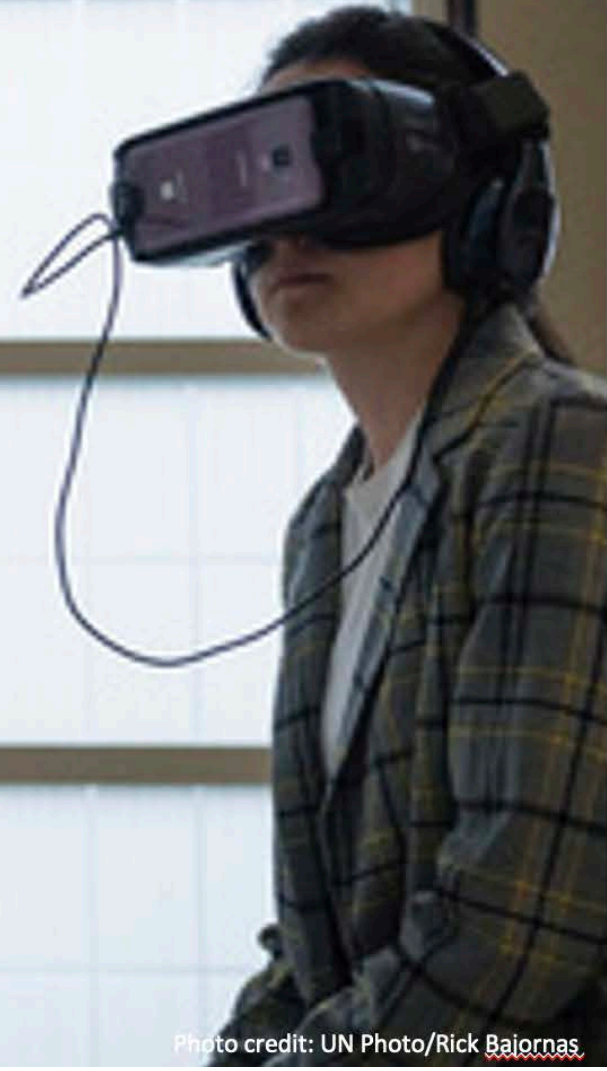
7) Changing the mindset and behavior of civil servants

- New design of public service implies a new role for civil servants as the key capacity for the implementation of public services
- Civil servant becomes a facilitator cooperating with non-governmental stakeholders
- The new public service model require an empowerment of frontline officers
- Training needed to acquire social and technical skills
- The new role requires values: integrity and empathy
- Civil servants become ‘innovation agents’



4. Innovative Cases of Public Service Innovation for Vulnerable Groups

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4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Portugal - National Support Centers for the Integration of Migrants (CNAIM) (1) [2019 UNPSA Winner]

Integrating multiple public services
Simplifying administrative processes for public service delivery
Increasing access to information and transparency

- Migrants in Portugal had to visit multiple offices to receive information about their settlement process. This led to long wait times, delayed responses and deferred procurement of required documents which impacted legal, social and employment circumstances of the migrants.
- The National Support Centers for the Integration of Migrants (CNAIM) initiative enables concentration and cooperation of various public institutions by facilitating a unified working process. The services inform, guide and advice migrants by providing consistent information and minimizing inaccuracy and delays. As a result, migrants were able to address issues regarding their settlement in a single visit to the offices.



<https://www.acm.gov.pt>

<https://publicadministration.un.org/unpsa/database/Home/Winners/2019-Winners/National-Support-Centers-for-Migrants>



4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Portugal - National Support Centers for the Integration of Migrants (CNAIM) (2) [2019 UNPSA Winner]

- Between March 2004 and September 2018, CNAIM provided 4,599,749 services, focusing their effort on quality and efficiency. The integrated services increased the efficiency and accuracy of public administration services to reduce unnecessary visits to the offices.



<https://www.acm.gov.pt>

<https://publicadministration.un.org/unpsa/database/Home/Winners/2019-Winners/National-Support-Centers-for-Migrants>



4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Fiji - The Rights, Empowerment and Cohesion (REACH) Project (1)

Decentralizing public services

Integrating multiple public services

Designing the public service around the needs of the people

Increasing access to information and transparency

- The **Rights, Empowerment and Cohesion (REACH)** for Rural and Urban Fijians Project to improve access to public service for vulnerable groups living in remote areas
- **Decentralized and integrated services** through **mobile teams of civil servants** that travel to villages
- **Public service teams** travel regularly to villages in ‘**mobile offices**’ REACH busses or on boats to:
 - **raise awareness** about civil rights and rights to public services
 - **provide public services** including social aid and health, the registration of births, deaths and marriages, banking facilities for financial literacy through the different banks, legal services through the Legal Aid Commission
- Outreach to 956 communities
- Service delivery to more than 20,000 citizens; 60% women



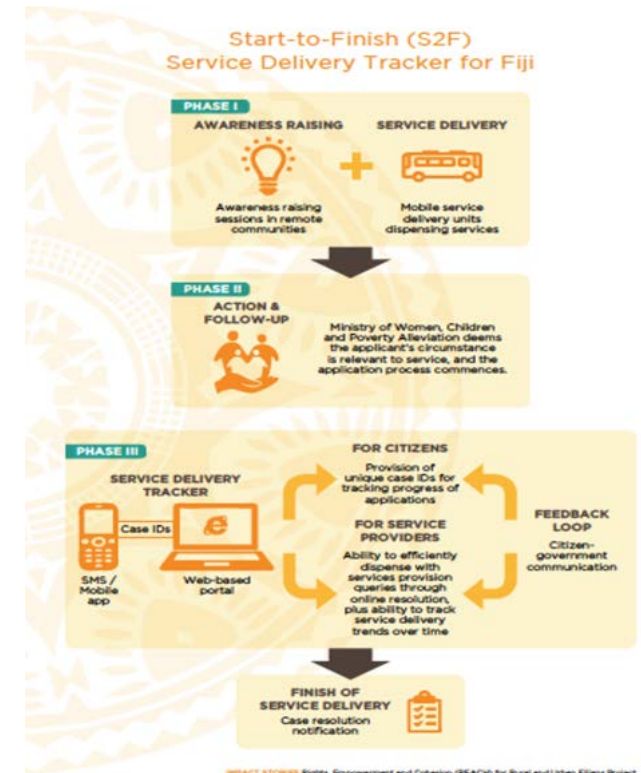
<https://www.pacific.undp.org/content/pacific/en/home/projects/rights--empowerment-and-cohesion--reach--for-rural-and-urban-fij.html>



4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Fiji - The Rights, Empowerment and Cohesion (REACH) Project (2)

- **S2F (Start-to-Finish) Service Delivery Tracker**
 - Allowing to track, monitor and update citizens on progress of their requested service delivery
 - Enabling citizens to provide feedback about satisfaction
 - Based on SMS/Mobile app and web-based portal



<https://www.pacific.undp.org/content/pacific/en/home/projects/rights--empowerment-and-cohesion--reach--for-rural-and-urban-fiji.html>



4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Fiji - The Rights, Empowerment and Cohesion (REACH) Project (3)

Take-Aways

- Moving public service units to the local communities
 - allows social service providers to proactively search for beneficiaries and help the most vulnerable from falling into poverty and isolation
 - effectively removes obstacles to access to public services
- Working in interdisciplinary service teams allows providing a holistic service designed to the needs of the individual client from the vulnerable group
- Electronic tracking systems help monitor service delivery and contribute to transparency and accountability





4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Singapore - Aging-In-Place Programme (2)

- Reframing healthcare funding from healthcare to holistic care
- Cooperation of public services branches with the Community Nurse as integrator of services
- Community Nurse as a mainstream vocation
- Thinning of nursing resource
- A shift to a **client-centered** public service delivery
 - Based on on point of contact to the client
 - Better **adapts** of the services **to the needs** of the target group
 - Better reacts to **multi-dimensional challenges** (health, social, domestic environment)
 - Contributes to **social inclusion** of elderly people by enabling them to keep living in their social environment





4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Kenya - Huduma Kenya Programme (HKP)

[2015 UNPSA Winner]

Video



Source: UNDESA DPIDG Youtube <https://www.youtube.com/watch?v=Bc2O4wfsftA&list=UUXk511rv3cUgsIOrpLMm7uw&index=57>





4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Thailand - Excellent Happy Home Ward

[2017 UNPSA Winner]

Video



Source: UNDESA DPIDG Youtube

<https://www.youtube.com/watch?v=LhEnB2hInM4&list=UUXk5I1rv3cUgsIOrpLMm7uw&index=44>





4. Innovative Cases of Public Service Innovation for Vulnerable Groups

Innovation for Inclusive Finance

FROM TRANSACTIONAL TO TRANSFORMATIONAL

	WHAT YOU KNOW/HAVE...	WHAT YOU DO...	WHAT YOU ACHIEVE...	
	BASIC FINANCIAL INCLUSION	FINANCIAL CAPABILITY	FINANCIAL HEALTH	FINANCIAL WELL-BEING
DEFINITION	Financial education and access to basic financial products and services like a savings/mobile money account.	Application of knowledge and skills to use products and services	<p>Management of day-to-day financial needs</p> <p>Ability to face unexpected financial challenges</p> <p>Opportunities for more security and mobility</p>	<p>Ability to meet long-term financial commitments</p> <p>Ability to make financial management choices that enable enjoyment</p>
KEY CLIENT BENEFIT	Access & Knowledge	Confidence and Usage	Stability	Freedom

NEPAL:

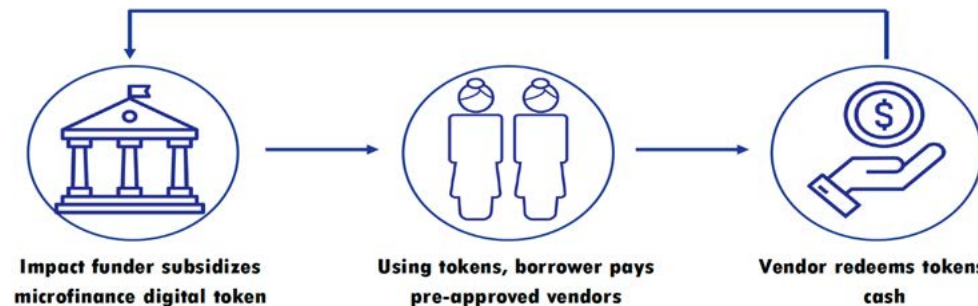
- 90.5% of women in employment are in **informal sectors**
- 79.5% of households do not have a single female member who owns **fixed assets**



Agriculture digital token loan product



electric public transportation digital token loan product





Group Work



Group Work

Group Discussion – Needs Analysis & Brainstorming on Public Service Innovation

Discuss and identify what kind of public service reform projects could improve the living conditions of vulnerable groups and increase their resilience in your country.

Vulnerable group	Risks & vulnerabilities	Public service
People living in poverty		
People with disabilities		
People living with HIV/AIDS		
Older persons		
Youth		
Women		
Indigenous people		
Rural and urban informal communities		
Displaced people, migrants		
other		

30'



Background Materials

<p>Key Readings</p>	<ul style="list-style-type: none"> • UN DESA (2016), <i>Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development</i>, United Nations Publication. http://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf (Suggested reading: Chapter 1 and 3). • UN DESA (2018), <i>Innovation in Delivering Public Services to Vulnerable Groups for Achieving the 2030 Agenda for Sustainable Development</i>, http://unpog.org/page/download.asp?tn=Board_TypeA&sn=238&folder=board&field=Imagename1.
<p>Further Readings</p>	<ul style="list-style-type: none"> • IDB Inter-American Development Bank, Wiseman, J. (2017), <i>Improving Service Delivery through Information Integration: Building a Single View of the Citizen</i>. https://publications.iadb.org/publications/english/document/Innovations-in-Public-Service-Delivery-Issue-No-5-Improving-Service-Delivery-through-Information-Integration-Building-a-Single-View-of-the-Citizen.pdf • UN Public Service Forum (2019), Government Innovation for Social Inclusion of Vulnerable Groups, http://unpog.org/page/sub3_1_view.asp?sn=323&page=5&search=&SearchString=&BoardID=0002. • Saravanan, M., Shreedhar, K., Impact of Innovation in Public Service Delivery, <i>ASCI Journal of Management</i>, https://asci.org.in/journal/Vol.41(2011-12)/41_1_Saravanan%20m.pdf (vol. 4, no.1, pp. 156-165). • World Bank Group, Identification for Development ID4D, https://id4d.worldbank.org/sites/id4d.worldbank.org/files/2019-10/ID4D%20Program%20Brochure%2010152019.pdf. • Malik, T. (2014), <i>Technology in the Service of Development: the NADRA Story</i>, Center for Global Development, https://www.cgdev.org/publication/ft/technology-service-development-nadra-story. • Kaltenborn, M. (2017), <i>Overcoming Extreme Poverty by Social Protection Floors – Approaches to Closing the Right to Social Security Gap</i>, <i>Law and Development Review</i>, https://doi.org/10.1515/ldr-2017-0014 (vol. 10, no. 2, pp. 237-273).





Background Materials

Further Readings

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End of Module 7

