



United Nations

Department of
Economic and
Social Affairs

Innovation and Digital Government for Public Service Delivery

Day 3

Mapping the Institutional Environment





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Nations**

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Innovation and Digital Government for Public Service Delivery

Module 3.3

Public Value Framework

A Framework for Project Planning and Analysis



What is Public Value?

Public Value is defined as “The value created by government through services, laws, regulation and other actions.”

Mark Moore, Harvard Kennedy School, 1995



Public Value

- Focuses attention on the collective and societal interests that are served by particular institutional arrangements and actions of government
- A public value framework can help to determine the value of government activities and do so from multiple stakeholder perspectives, not just a generalized, and thus ambiguous, citizen viewpoint



Government: Many Things to Many People





Value Based on Interests

- **Personal**
 - What's good for me?
- **Group**
 - What's good for those who share my interests?
- **Organizational/institutional**
 - What's good for my town? State? Organization?
Employer? Church?
- **Societal**
 - What's good for all of us?



Problem of Value Based on Interests

- Multiple value propositions
 - Personal, social group, organizational/institutional, societal
- No or limited consensus on measures or measurability
- How to combine into a public value proposition—the public return on investment?



Need for a New Framework

- For a way to recognize many, often competing notions of value
- For links to an expanded investment rationale for government
- To incorporate understanding about stakeholder interests with value creating mechanisms
- Provide a more comprehensive model and results, beyond financial and economic models



Core Public Value Concepts

Two kinds of public value

- Value that results from delivering specific benefits directly to persons or groups.
- Value to the public that results from improving the government as a public asset.



The Public Point of View

Assessing public returns should reveal
value in terms of **stakeholder interests**



Economic Value

income, asset values, liabilities, entitlements, risks to these

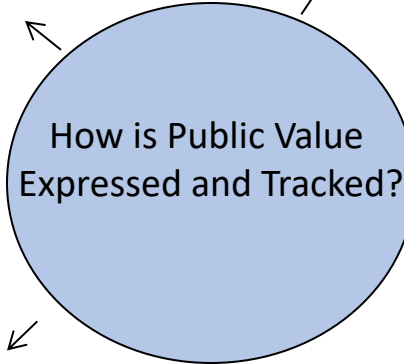
Social Value

family or community relationships, social mobility, status, identity



Political Value

personal or corporate influence on government & politics



Quality of Life

Security, health, recreation, personal liberty

Ideological Value

alignment of beliefs, moral or ethical values with government actions or outcomes

Strategic Value

economic or political advantage or opportunities, goals, resources for innovation or planning

Stewardship Value

public's view of government officials as faithful stewards





What are social & political returns?

- Political returns
 - impacts in the system of governing and policy decision making.
- Social returns
 - impacts in the quality of life in households and communities.

The two are related but need different analysis and assessment methods.

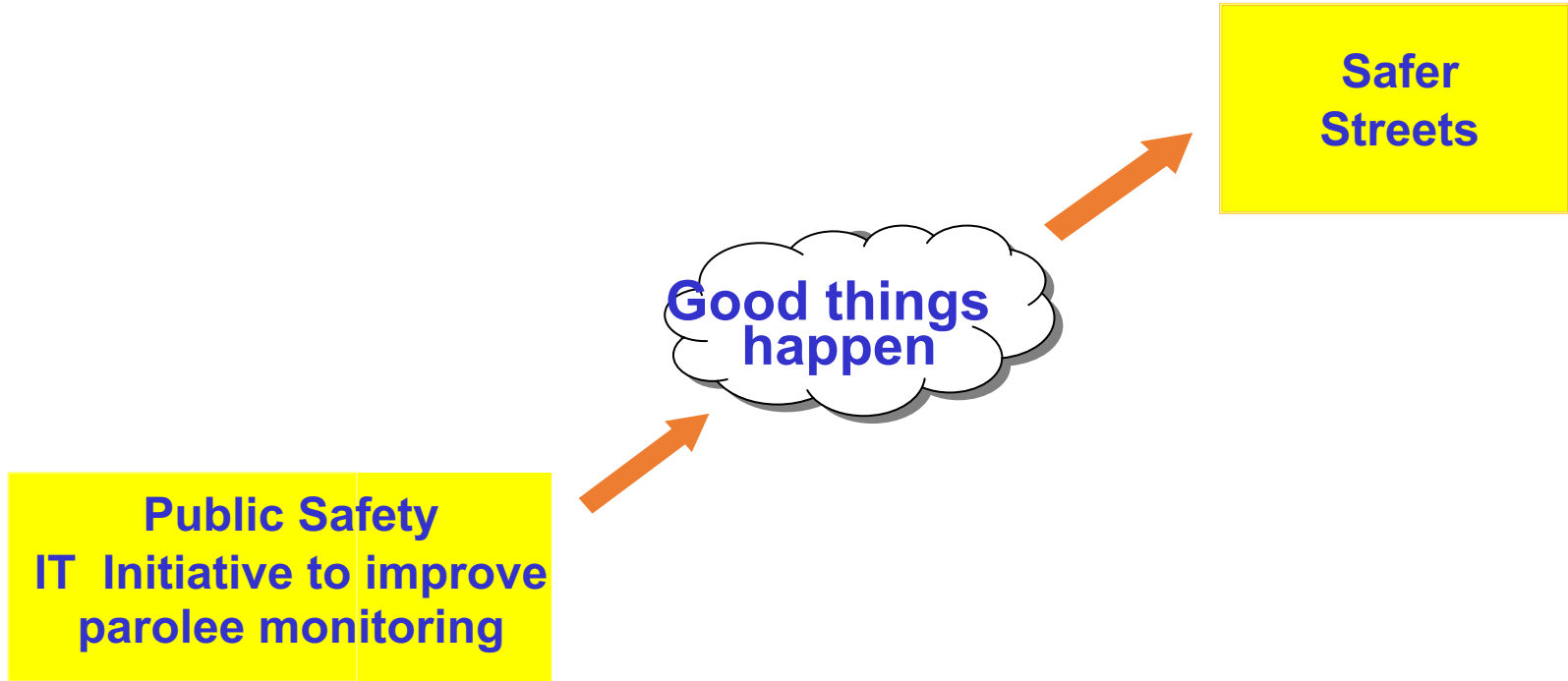


What are the Value Generators?

- Increases in efficiency
- Increases in effectiveness
- Enablement
- Intrinsic enhancements



Connecting Public Value to Government Action





Traditional ROI v Public Value

- Traditional Government ROI measures:

- Cost savings
- Budget increases
- Productivity gains
- Service quality
- Cost-effectiveness
- Strategic position

- Public Value Measures

- Value

- Financial Value
- Political Value
- Strategic Value
- Social Value
- Quality of Life Value
- Ideological Value
- Stewardship Value

- Impact

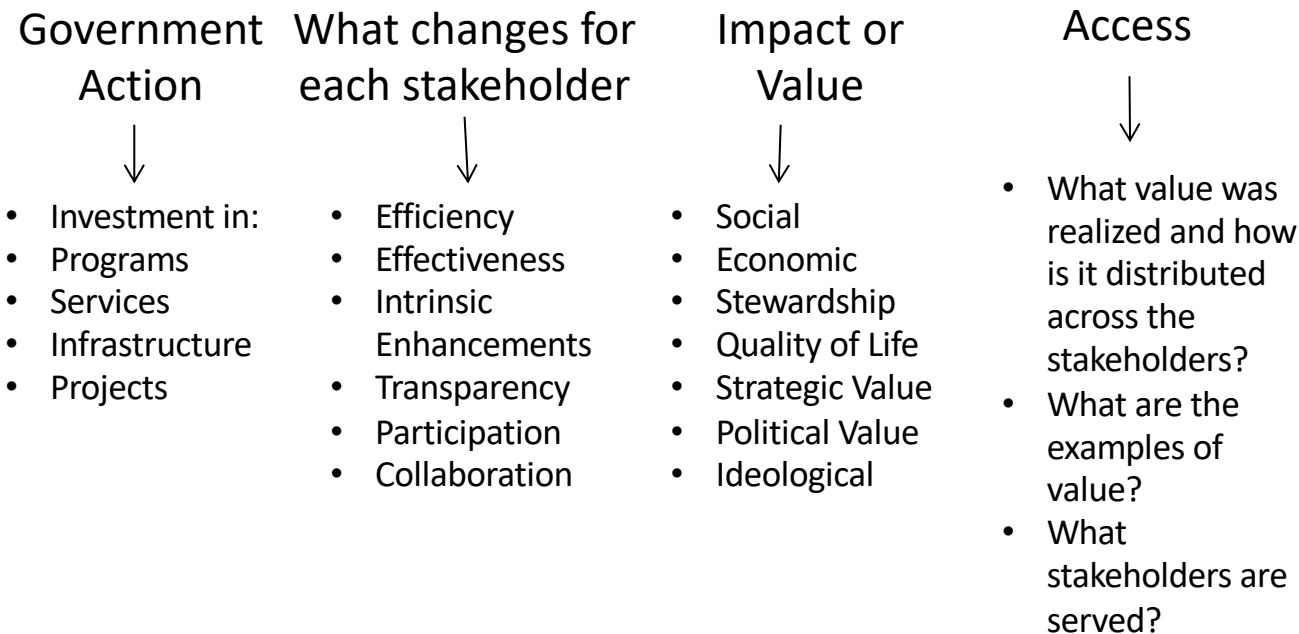
- Efficiency, Effectiveness, Intrinsic Enhancement, ...



Components of Public Value Analysis

- Expanded value proposition
- Analysis of value types
- Analysis of value generators
- Application framework and methods
- Apply results to planning and decision making

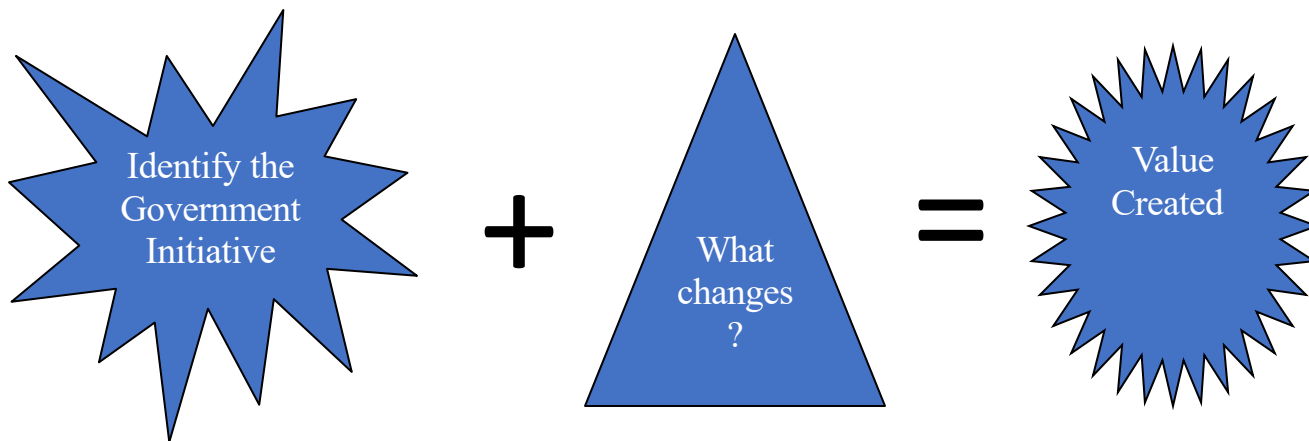
CTG's Public Value Logic Model





Performing a Public Value Analysis

- Describe the proposed initiatives and goals
- Identify, discuss and prioritize stakeholder groups
- Identify and discuss public value for each stakeholder
- Identify and discuss the generated value
- Summary of assessments





Step 1. Describe an Initiative

This step asks you to produce a description of the initiative in terms of these three elements.

1. Goals and Intent
2. Mission related? How?
3. Tactics/methods



Step 2. Identify Stakeholder Groups

This step asks you to produce a prioritized list of internal and external stakeholders who are primarily impacted by the proposed government initiative.

Table 1 Stakeholder Interests	
Stakeholders	Interests



Step 3. Identify the Public Value by Stakeholder

This step asks you to identify the public value you perceive the government initiative will have for each stakeholder

Table 2 Stakeholder Interest and Public Value Identification				
Stakeholder	Interests	Priority	Public value type (Financial, political, social, strategic, quality of life, ideological, stewardship)	



Economic Value
income, asset values,
liabilities,
entitlements, risks to
these

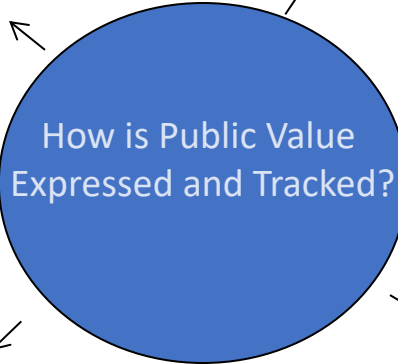
Social Value
family or community
relationships, social
mobility, status, identity



Political Value
personal or
corporate influence
on government &
politics



Strategic Value
economic or political
advantage or
opportunities, goals,
resources for
innovation or planning



Quality of Life
Security, health,
recreation, personal
liberty

Ideological Value
alignment of
beliefs, moral or
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or outcomes

Stewardship Value
public's view of
government officials
as faithful stewards





Step 4. Identify Generated Value by Stakeholder

This step asks you to describe how this government initiative will generate value for stakeholders through impacts on efficiency and effectiveness, creating intrinsic enhancement, and enhancing transparency, participation, and collaboration

Stakeholder	Interests	Priority	Public value type (Financial, political, social, strategic, quality of life, ideological, stewardship)	Describe the Change (Efficiency, effectiveness, intrinsic enhancements, transparency, participation and collaboration)

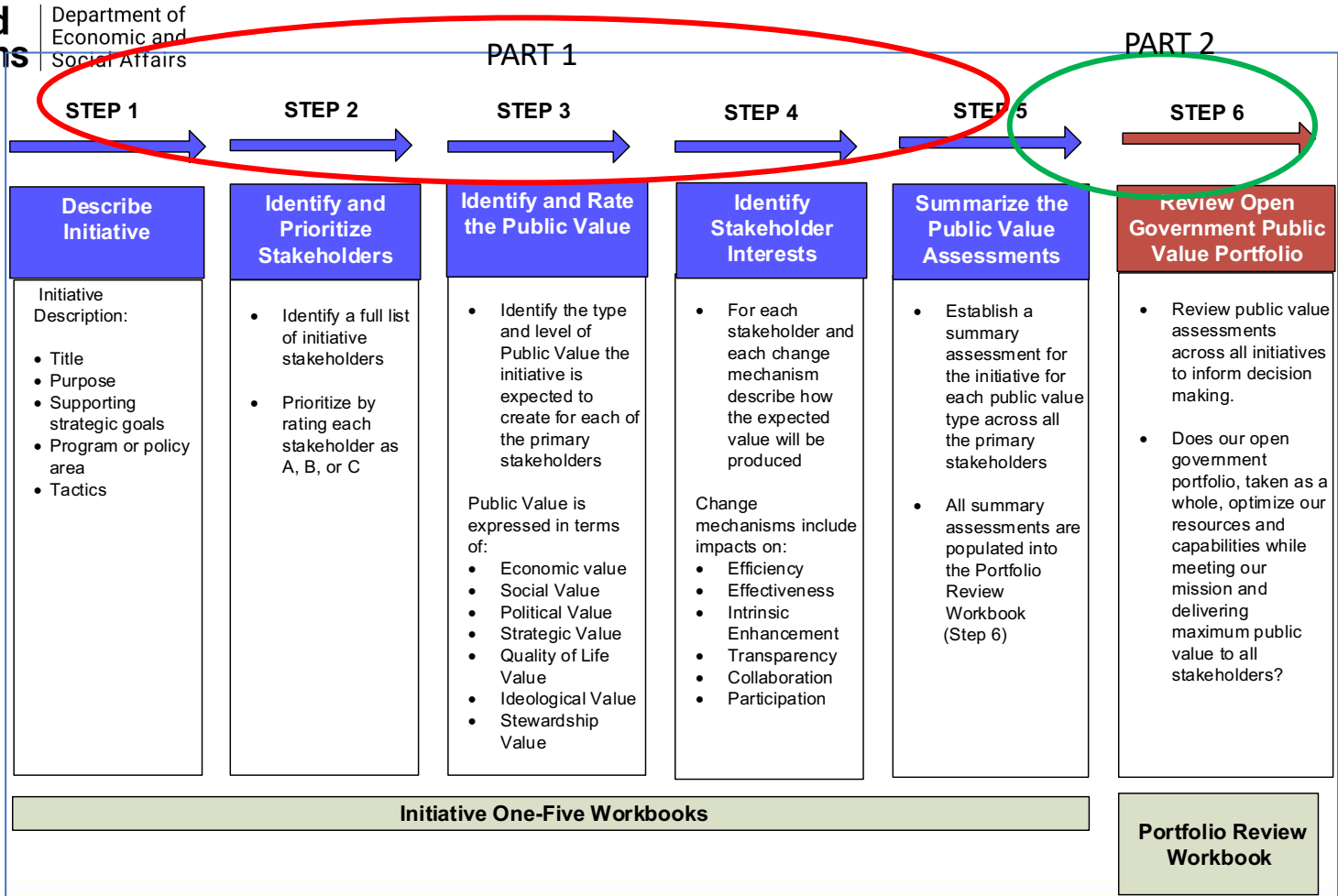


- **Efficiency** are shown in the increase or decrease of outputs or goal attainment with the same resources, or obtaining the same outputs or goals with lower resource consumption
- **Effectiveness** are shown in the quality and/or quantity of program results or other outputs of government performance
- **Intrinsic enhancements** are shown by changes in the environment or circumstances of a stakeholder that **are** valued for their own sake.
- **Transparency** are shown by access to information about the actions of government officials or operation of government programs that enhances accountability or citizen influence on government.
- **Participation** are shown by frequency and intensity of direct citizens involvement in decision making about or operation of government programs or in selection of or actions of officials.
- **Collaboration** are shown by frequency or duration of activities in which more than one set of stakeholders share responsibility or authority for decisions about operation, policies, or actions of government.



A Portfolio View: Questions of Interest

- *By stakeholder group*
 - Who is impacted by these initiatives? How are impacts distributed?
 - Are we serving our most important constituencies? The right mix of stakeholders?
- *By public value type*
 - Does our portfolio include all public value types desired? At the right levels?
 - Are we satisfied with the balance of value in the portfolio? What's missing?
- *By agency mission, goals, and capabilities*
 - Does our portfolio meet our agency's strategic interests and mission?
 - Are we maximizing our current capabilities and tactics?
 - Is the value created aligned with our agency's mission?
 - Does the portfolio balance attention across stakeholders and interests?
 - Is there a balance in types and number of initiatives within programs across the agency?





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Lunch Break





3.3.1. Public Value Framework

- Group Formation
 - Same Groups and two Dimensions as the morning session
- Group Assignment
 - Use the results from the Day 2 Stakeholder Analysis Exercise (Exercise 2.4.1.b.)
 - Refer to the Exercise Instruction Sheets for next steps
- Group Process
 - Refer to the Exercise Instruction Sheets for next steps



Plenary Discussion

Public Value Framework



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Thank You!

