Service Upgrade:
Modernizing Services for Efficiency and Inclusion
Over 140 countries have launched government-provided e-services or unified service portals.

These services were not always designed with the user in mind, but instead to meet the capabilities and needs of service providers.

The purpose of the note is to provide practical guidance on service modernization to governments, practitioners, and task teams, and how citizen centricity can be incorporated into each stage of the process.
What Does Citizen Centric Service Delivery Mean?

Citizen centered public services incorporate citizens' needs and concerns at every stage of the service design and delivery by interacting and communicating with the people involved.

Developing a clear view and understanding of different citizen groups is key to providing a high-quality user-friendly experience that considers their needs, preferences, and capabilities.
How Do Countries Apply Citizen Centric Principles?

• Co-creating services, applying design thinking, applying participatory design, journey mapping, and creation of personas among others.

• These services are then designed with consideration for user characteristics: who, where, and how they will access them, and their digital skills, literacy, and expectations.

• The aims are similar: to create better value for service recipients and beneficiaries.
Service Modernization Framework
Challenges Vary Across the Stages

• 1: Rationalization: Creating buy in, changing the mindset and culture to adopt citizen centric approaches, inconsistent definitions of services, et al

• 2: Reengineering: political and institutional challenges, measuring administrative burdens, new legal and regulatory tools triggered by simplification and reengineering.

• 3: Digitization: Breaking institutional silos, technical, data and legal issues

• 4: Delivery: Ensuring accessibility to not further digital divides, communication and outreach, developing demand side skills and digital literacy to increase uptake
Key Messages

• Service modernization is an iterative process.

• Citizen centric approaches can increase citizen satisfaction, improve user experiences and foster adaptation.

• Understanding the user can inform adaptation of service design and delivery models that change along with user preferences.

• Success relies on willingness of stakeholders to participate in the process, coordinate and collaborate.

• It is never too late to apply citizen centricity – services always can be improved.

The journey doesn’t end at delivery...
For the billion plus people with disabilities, GovTech can support independence, autonomy, and increase their participation in public life and society.

If services are not accessible, this limits ability to:

- Schedule medical appointments with the national health service.
- Participate in online learning, increasing risk of falling behind in learning.
- Benefit from government-funded social programs and services.
- Apply for social benefits, vocational programs and government employment programs
Examples of Accessible Digital Services

- On-screen buttons that respond to a mouse clicks and enter keys
- Digital forms where input boxes and controls can be read by the text-to-speech software
- Consistent visual design and layout of websites, making them clear and easy to learn for people with some cognitive or learning disabilities.
- Time-based media that include synchronized text captions and audio descriptions for visual content for people with hearing impairments.
- Kiosks and self-service terminals with screen and keyboard placement allowing for easy use by someone in a wheelchair or those with smaller stature.
## Core Competency Framework for Accessibility

<table>
<thead>
<tr>
<th>Areas</th>
<th>Core Capabilities to Be Developed</th>
<th>Priority Level</th>
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| Area 1: Strengthening Institutions, Leadership, and Policy | Core Capability 1: Structure and Organization  
Core Capability 2: Leadership and Engagement  
Core Capability 3: Strategy and Policy | - Medium to long term effort  
- Medium to long term effort  
- Long term effort |
| Area 2: Budgeting for Accessible GovTech Projects | Core Capability 4: Budgeting                                                                   | - Immediate                                           |
| Area 3: Procurement of Accessible GovTech Solutions | Core Capability 5: Procurement  
Core Capability 6: Global Standards          | - Immediate  
- Medium to long term effort                |
| Area 4: Implementing a User-Centric Development Cycle | Core Capability 7: User-Centric Design  
Core Capability 8: Deployment, Maintenance, and Remediation  
Core Capability 9: Innovation                | - Immediate  
- Immediate to long term effort  
- Medium to long term effort                |
| Area 5: Maintaining the Engagement and Building Capacity | Core Capability 10: Capacity Building  
Core Capability 11: Culture of Diversity  
Core Capability 12: Transparency  
Core Capability 13: Community Engagement and Grievance Redress Mechanism | - Immediate to long term effort  
- Medium to long term effort  
- Immediate to long term effort  
- Immediate |
Key Messages

• Accessibility is a group responsibility and benefits from a citizen centric approach.

• Institutions, policies, leadership and strategic engagement make a difference for accessibility adoption and mainstreaming.

• Accessibility should not be seen as a feature, but a deliberate aspect of design and delivery from the start – and requires resources to accomplish.

• As technology evolves, governments need to keep up to ensure continuous accessibility for users, including ongoing capacity building and innovation.
Want to know more?

Please download and view the reports at www.worldbank.org/govtech