Integrating Empathy in Service Delivery Process Design

During the BPR exercise, it is important to gain insights of the citizens and other end users through a structured process and conscious dialogue, thereby enabling human-centered approach in service delivery. Putting people in the heart of the problem-solving will create balance between people and processes/regulations.

Policy design and delivery should be considered concurrently rather than sequentially. It is necessary to balance the desired changes of the government with the desires of the citizens. Since the objective of the BPR is to make the processes simpler and efficient, it is necessary engage with the user needs and social needs. This approach to BPR will enable integrating user emotion and empathy, the possibilities of digital tech, and the requirements for Project success.

Few tools which can be used during the BPR exercise are:

1. **Journey Map:** Ethnographic tools like journey mapping walks through that actual experience of the user. The purpose of the journey map is to identify the touch points of engagement with users (citizens) and to identify user needs and expectations through the eye of the user and their experiences. One way to develop more empathy with—and gain new insights about—our users is to look beyond the narrow definition of the solution that we are going to offer and consider the user's total experience. The more broadly we define the user experience, the more opportunities we can identify for improvement. This involves:

   - Write down the steps; understand the costs/time/numbers of visits and challenges entailed by a user in order to access a service.
   - Making sure to include even small steps that may seem trivial. The goal is to consider the nuances of the experience that one may normally overlook
   - Look for insights. What patterns emerge? Anything surprising or strange? Question why certain steps occur, the order they occur in, and so forth.

   This will involve visiting the service providers, frontend/ field offices, representing various demographic segments and interacting with the users directly.

2. **Stakeholder Map:** Stakeholder mapping starts off as a list of the people, or groups of people whose actions and beliefs are relevant to the problem or opportunity. A stakeholder map will help to identify the people we need to include in the process of designing a new solution. In stakeholder mapping, also prepare a subset of stakeholders who will be in the inner circle of designing the solution and also in the outer circle.

3. **Experiential insights:** This will help to understand problems and opportunities by observing attitudes, approaches, behaviours of the service recipient and the service provider and get a firsthand experience of the service delivery process. BPRE along with senior-to mid-level officials of the department/directorate should expose themselves to the citizen's access points and navigate themselves through the service delivery system without any official privileges attached. This will enable "placing themselves in the user's shoes" and understand the citizen's struggles and the whole journey. This should be documented in the form of stories.