



PROJECT NOTIFICATION

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| PN Issue Date | 25 March 2019 |
| Project Code | 19-RP-13-GE-RES-B |
| Title | Research on Digitization of Public Service Delivery |
| Timing and Duration | September 2019–June 2020 (nine months) <u>Coordination Meeting:</u> 25–27 September 2019 (three days) Manila, the Philippines |
| Venue | APO Secretariat |
| Number of Overseas Experts | One chief expert and up to six national experts from India, Indonesia, the Republic of Korea, Malaysia, the Philippines, and Thailand However, other member countries with special interest in this project may nominate national expert candidates upon consultation with the APO Secretariat. The selection of the national experts will be based on the criteria outlined in section 4 below. |
| Closing Date for Nominations | 24 July 2019 |

1. Objectives

- a. To develop an overall framework with which public sectors can increase the efficiency of service delivery through reliance on digital technologies;
- b. To identify strategies to foster the digital transformation of public-sector organizations; and
- c. To publish an outlook on digital transformation in the context of public-sector organizations.

2. Background

Public-sector organizations around the world are attempting to deliver services to the public more efficiently by moving toward an open, bottom-up, agile, online, integrated hierarchy and operations that offer new levels of interaction between citizens and the state. At the same time, the public sectors in most countries are attempting to revamp their business models to increase productivity amid resource constraints while innovating their operations and services through applications of technology.

The adoption of digital technology for public service delivery can shift the model from reactive to proactive. Better platforms for the engagement for all stakeholders can be provided, permitting greater input of citizens' preferences in the policymaking process on public services. Lessons learned from previous online government and e-government initiatives, which have produced few benefits, confirm the need to create value through closer engagement where both suppliers and receivers of public services are involved in creating greater value.

Public-sector organizations need to understand and integrate citizens' preferences and needs in the design and delivery of digital public service frameworks. The frameworks should ideally include all important elements of public service systems such as stakeholders, organizations, platforms, and interfaces as well as infrastructure and technology. In creating a framework for the digital transformation of public service delivery, particularly in the context of developing countries, striking an optimal balance among solving current challenges, taking into account possible evolution in the future, and managing constraints for more efficient, sustainable, streamlined service delivery is important.

As public-sector organizations become the backbone of productivity improvement, digital transformation of their service delivery is an area of particular importance to the APO. It intends to support policymakers and other relevant parties in member economies by developing evidence- and research-based frameworks for more digitized, platform-based public service delivery systems. The proposed research will include lessons learned from the successes and failures of different models of e-government, current challenges in offering digital public services in specific countries, and novel digital initiatives adopted to meet increasing demand for higher-quality public services. The final report will offer a practical framework for the digitization of public service delivery, highlight the necessary preconditions for adopting the framework, provide policy ideas for digital transition, and make recommendations to ensure the sustainability of digital initiatives.

3. Scope and Methodology

Scope

1. Coordination meeting of experts: A meeting will be held 25–27 September 2019 in Manila, the Philippines. The tentative topics of discussion to be covered in the meeting are:
 - a. Research framework, methodology, and other arrangements such as time frame, follow-up activities, etc.;
 - b. Moving toward digital government: lessons learned from online government and e-government initiatives;
 - c. New public-sector business models for digital service delivery;
 - d. Balancing agility and efficiency for citizen-centered public service delivery systems;
 - e. Possible models for digital public service delivery;
 - f. Final report format; and
 - g. Follow-up activities such as further studies, research dissemination, development of policy papers, etc.
2. Conducting in-country research: Each national expert will collect and analyze data under the guidance of the chief expert based on the agreed upon research methodology and framework. The

experts will be responsible for analyzing the data and preparing a report for review and acceptance by the chief expert and APO.

Methodology

The research will employ one chief expert who will lead the team of national experts in performing the research.

Chief expert's tasks:

- a. Developing the guidelines and formulating the overall framework for the research;
- b. Presenting the research framework, methodology, and outline of the report structure and format during the coordination meeting;
- c. Providing support and advice to the national experts in conducting the research including data collection and analysis;
- d. Reviewing the drafts of the national experts' reports to ensure the quality of the work;
- e. Providing guidelines for follow-up activities after research completion; and
- f. Preparing the final report and submitting it to the APO Secretariat by the deadline.

National experts' tasks:

- a. Data collection at national level following the methodology, framework, and timeline agreed upon during the coordination meeting;
- b. Writing country reports on the analyses and findings based on the data collected;
- c. Submitting the report following the agreed format to the chief expert and APO within the agreed time frame;
- d. Proposing ideas for national follow-up activities; and
- e. Cooperating with the chief expert to ensure the quality and consistency of the final report.

4. Qualifications of National Experts

The national experts are expected to possess the following qualifications:

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| Present Position | Researchers, academics, and policy analysts who have sufficient background, working experience in, and knowledge of the adoption and/or application of digital technology for public service delivery, innovation for public-sector organizations, and digital transformation for public entities as well as ICT policy for the government sector. |
| Experience | At least five years of experience in the position described above. |
| Education | University degree or higher in the areas mentioned above or a related field from a recognized university/institution. |
| Language | Sufficient English proficiency to communicate with the APO Secretariat and chief experts on matters related to the research and excellent writing skills. |
| Health | Physically and mentally fit to commit him/herself to a one-year period of research. |
| Age | Candidates who fit the above profile are typically between 35 and 55 years of age. |
| Other | A strong commitment to undertaking and completing the research within the time frame is necessary; published articles, books, or substantive reports in the area of digital applications for improved public service delivery/digital government are desirable. |

5. Qualifications of the Chief Expert

The APO will appoint one chief expert for this project to guide the group of national experts in

undertaking the research. The APO-appointed chief expert must possess the following:

- a. Extensive knowledge, research experience, and professional contributions related to digitization of public service delivery or other topics relevant to it with publications in English on the topic;
- b. Excellent English writing and presentation skills, as the final report will be written in English; and
- c. Strong commitment to undertaking and completing the research project within the given time frame and producing the consolidated analyses of all national reports.

6. Financial Arrangements

To be borne by the APO

- a. Honoraria for the chief and national experts to be paid upon completion of the final research report;
- b. All assignment costs for the chief and national experts including daily subsistence allowances, miscellaneous expenses, and round-trip international airfare by the most direct route between the international airport nearest to the experts' place of work and Manila, the Philippines, for attending the coordination meeting for the research;
- c. Travel insurance coverage against accident and illness for the entire duration of the coordination meeting and travel; and
- d. Local implementation costs for the meeting package including meeting room rental and required equipment.

To be borne by experts or participating countries

- a. Any expenses incurred by experts for extra stay at the venue before and/or after the official project period due to early arrival, late departure, or any other reason must be borne by the experts attending the coordination meeting; and
- b. All local implementation costs incurred by national experts when conducting the research and related activities at the national level.

7. Actions by Member Countries

- a. Member countries included in the research are requested to submit appropriate nominations (preferably more than two for consideration) by 24 July 2019, in line with the provisions in section 4.
- b. Each nomination should be accompanied by the candidate's biodata on the standard APO form in duplicate along with a passport-sized photograph. In addition to the standard APO form, nominees should also prepare a list of publications, research, and/or consulting projects they have undertaken in this field. A nomination lacking any of these documents will not be considered.
- c. The selection of national experts will be based strictly upon their professional qualifications and experience, academic background, and commitment to this research.

8. Preparatory Work by National Experts

The selected national experts will be instructed to prepare a preliminary report. The preliminary findings will be presented at the coordination meeting in Manila and will form the basis for further deliberations and development of the research framework. The detailed guidelines for the preliminary reports will be provided later.



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Secretary-General