

# Maryland Product Symposium

# Innovating Public Services

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A. JAMES CLARK  
SCHOOL OF ENGINEERING

PRODUCT MANAGEMENT



# A vision of the future...





# It's not the future, it's today.





# Digital Public Infrastructure

Building blocks of public service innovation

Pay taxes, register a  
business, get a  
building permit all on  
your phone!  
Diia allows you to  
access 130  
government services

Дія

Дія

Ministry of Digital  
Transformation of Ukraine

10M+  
Downloads

4.2★  
354K  
reviews ⓘ

Install

# DPI is how governments can deliver new digital products and services

## Who am I?

- Digital Identity
- Biometric verification
- Mobile driver's license
- Others



## What do I do?

- Payments
- Applications
- Transactions
- Questions and information
- Others



## What do I have?

Different types of data:

- User data
- System data
- Application programming interface data

Shareable via:

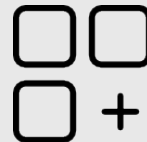
- Centralized data lakes
- Application programming interface
- Zero-knowledge proofing



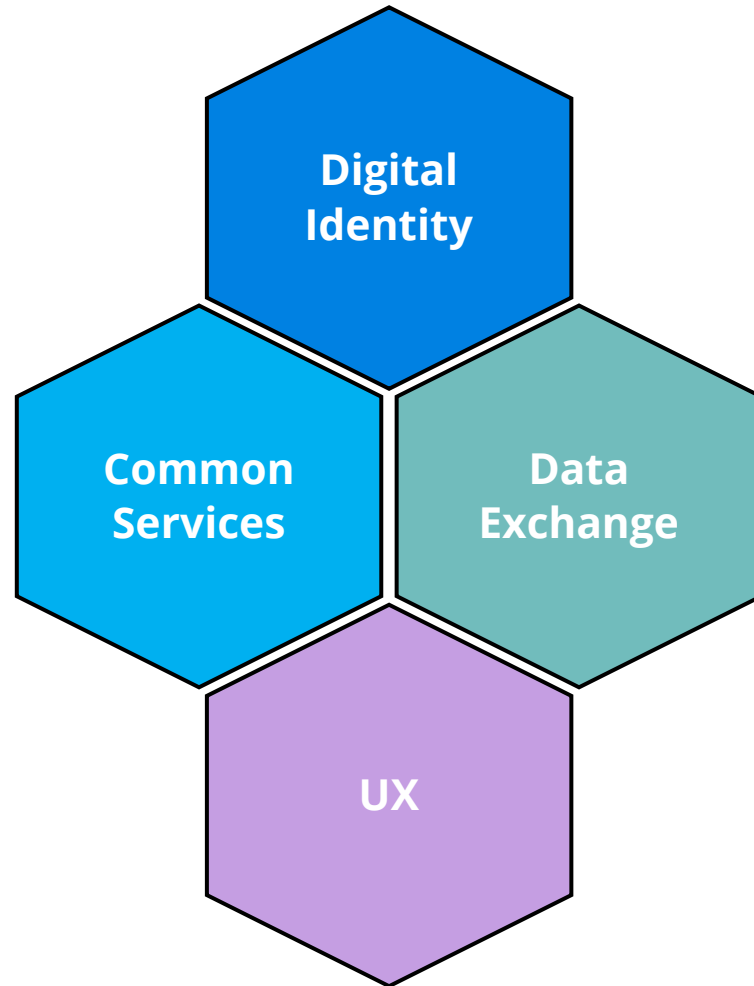
## How do I do it?

- Superapp
- Set of apps
- Hybrid of super app and multiple apps
- Others

- Web portal
- Live phone support
- In-person



# DPI is a roadmap not a technology



# Three reasons why DPI is important today



## **DPI isn't a technology, it's a roadmap.**

DPI offers a flexible pathway to improving CX tailored to the unique circumstances of a country, province or state



## **DPI can help do more with less.**

DPI can create fundamentally new pathways for non-profits and even companies to deliver public goods



## **DPI is a “leap frog” moment.**

Governments need to improve CX to improve trust, and DPI can help “leap frog” to new levels of CX





# DPI in action - Technology for 1.3 Billion Indians



Aadhaar: Unique ID and enabling them to prove “I am who I claim to be”

UPI and AePS: Allowing anyone to pay anyone else – interoperable, fast and cheap.

DEPA: To enable secure sharing of data



**1,700**

Used in 1,700 state and federal government programs

**#1**

Runs world’s largest direct cash deposit program in the world

**\$3.9 billion**

Transferred \$3.9 billion to 318 million beneficiaries within two weeks of the pandemic



# DPI in action in Ukraine

**Dia app with 19 million users**

**Over 130 digital services**

**Trembita, data sharing platform – 3 billion transactions**

**eRecovery service for convenient fund disbursement**



**VA uses AI to analyze a claim form' to reduced the time to sort and classify a claim from 10 days to about half a day.**





# Start with use cases

But how to choose which ones?





Better services take more than slicker webpages and more apps



People don't merely want faster government service delivery—they want their needs met.



**The best use cases exist at the intersection of what the public needs and what government does**





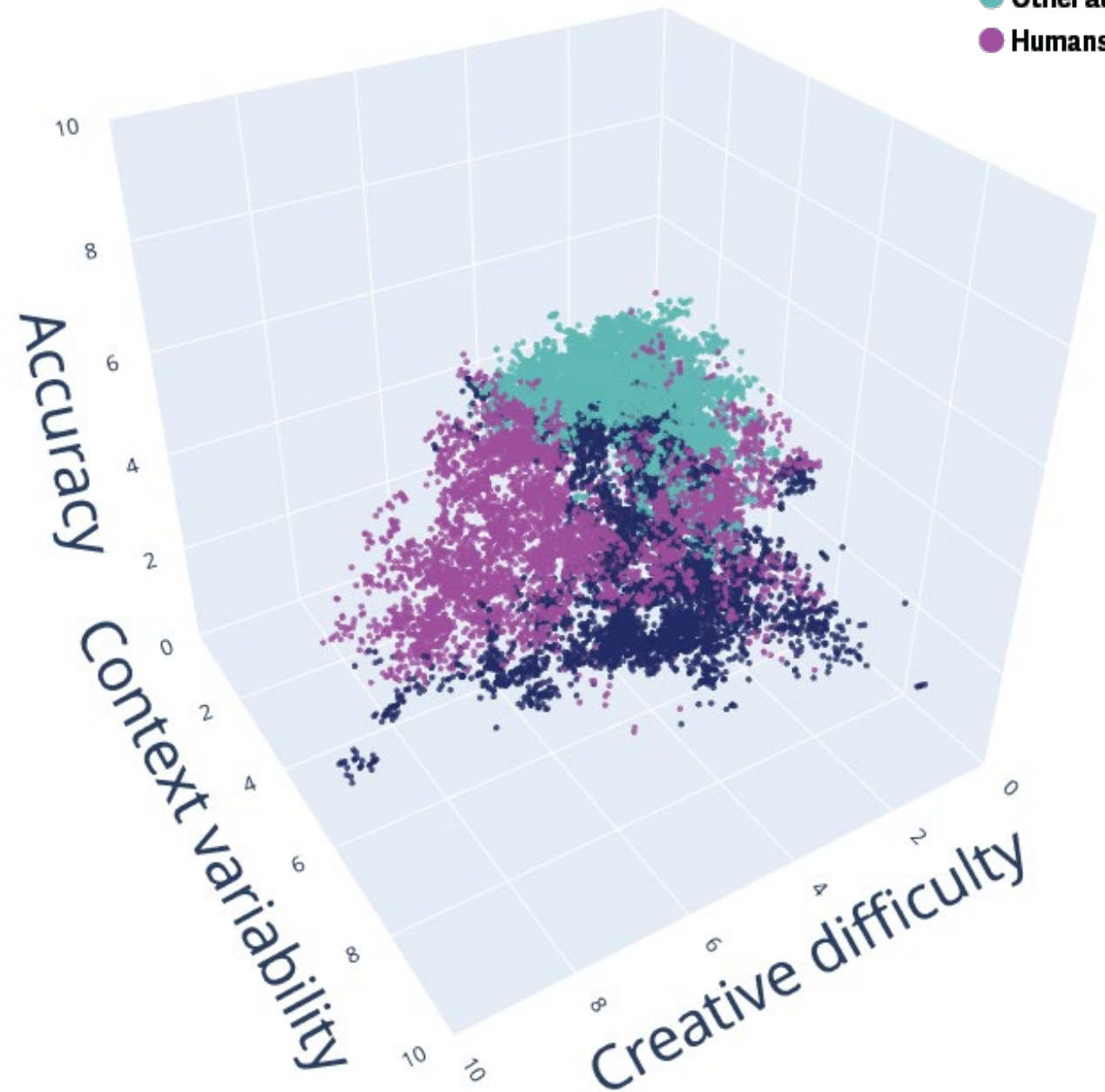
# What do we do at work?

To help answer this question, we examined the more than [19,000 tasks collected by the Department of Labor](#) to represent the US workforce.

Analyze each task for how much they require:

- Accuracy
- Context variability
- Creative difficulty

This analysis can help determine which tasks are amenable to which types of automation.



# But Gen AI doesn't affect all tasks the same

## Automate whole tasks

Some tasks are fully automatable, with a single automation tool able to achieve the desired outcomes like writing a report or drafting a manual.



Element Name	Sum of Annual task hours
<b>Documenting/Recording Information</b>	<b>498,380,300</b>
<b>Management And Program Analysis</b>	<b>13,951,897</b>
Prepare manuals and train workers in use of new forms, reports, procedures or equipment, according to organizational policy.	9,818,009
Document findings of study and prepare recommendations for implementation of new systems, procedures, or organizational changes.	4,133,888
<b>Total</b>	<b>4,811,268,174</b>

Element Name	Sum of Annual task hours
<b>Guiding, Directing, and Motivating Subordinates</b>	<b>355,710,828</b>
<b>Human Resources Management</b>	<b>47,282,422</b>
Oversee the evaluation, classification, and rating of occupations and job positions.	1,321,690
Allocate human resources, ensuring appropriate matches between personnel.	1,279,052
Prepare and follow budgets for personnel operations.	298,440
Analyze training needs to design employee development, language training, and health and safety programs.	85,266
<b>Total</b>	<b>4,811,268,174</b>



## Augment tasks

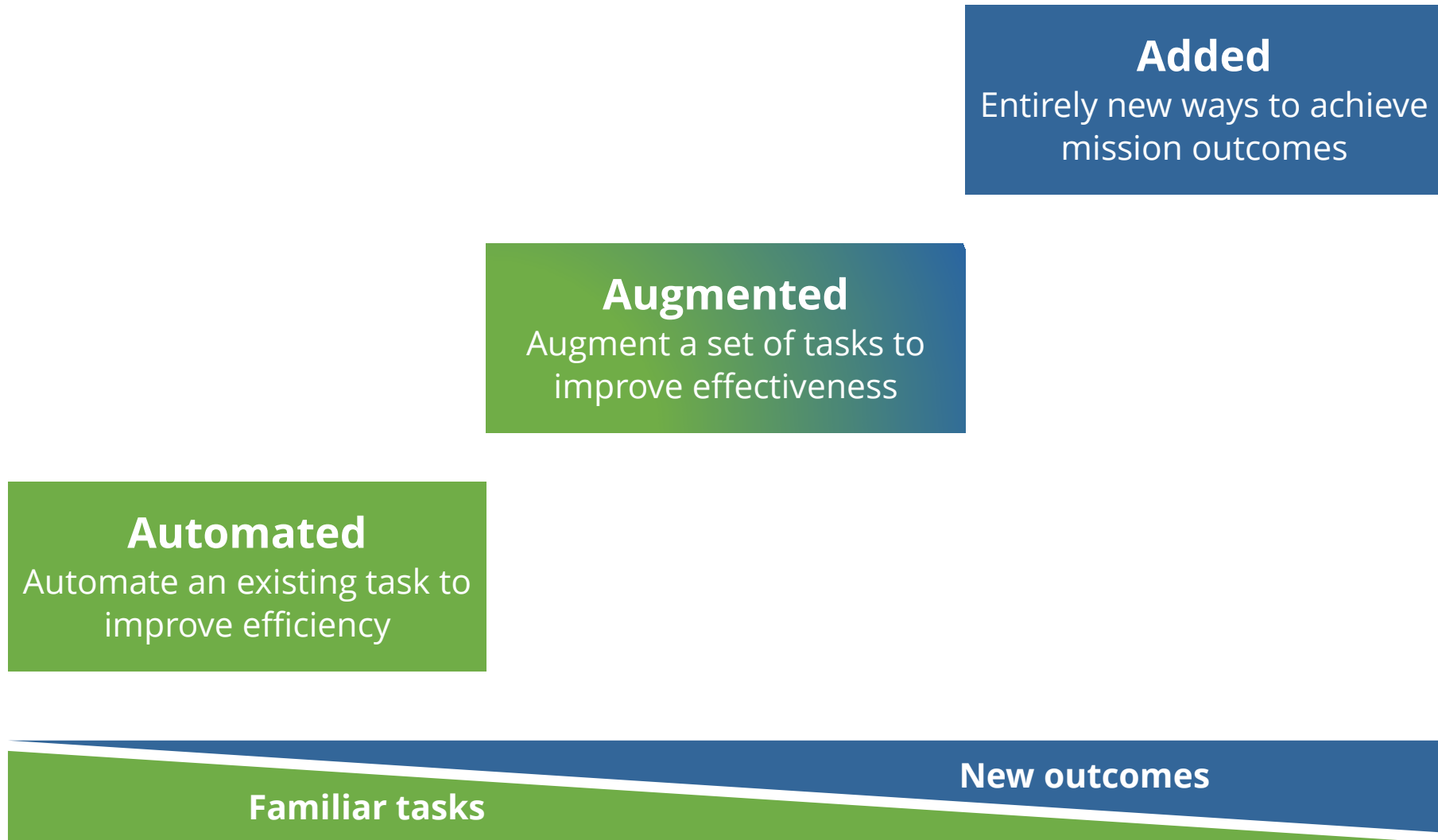
Other tasks are only partially automatable, with automation tools delivering part of the task while humans continue to do other portions





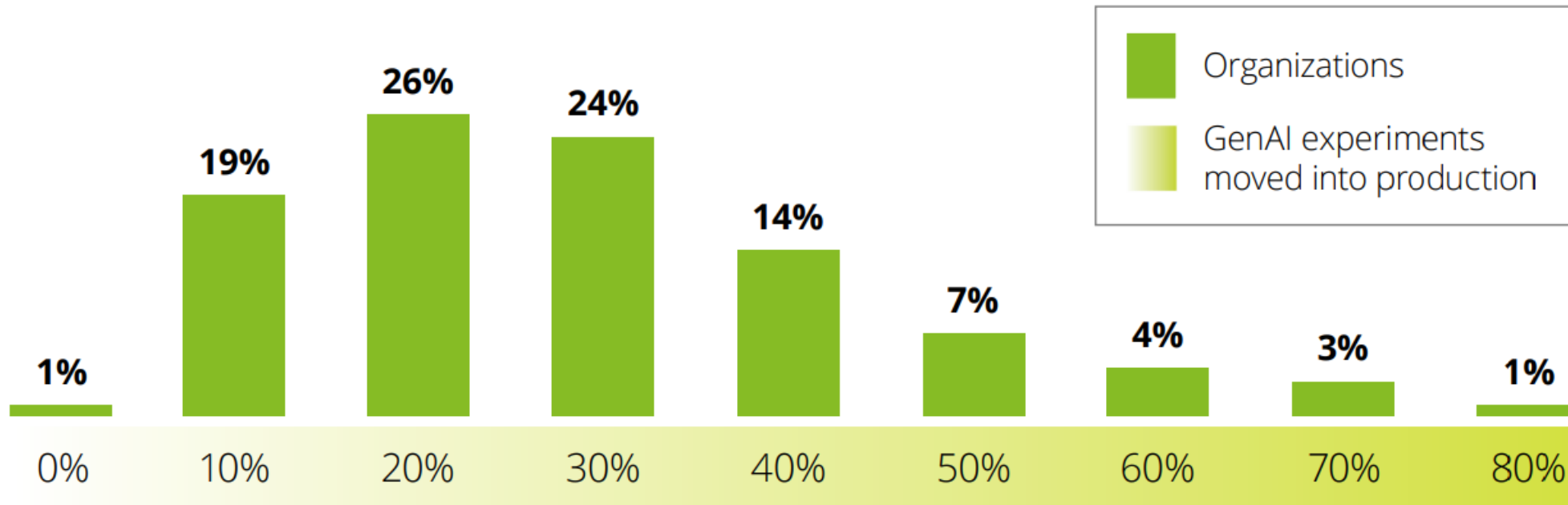
# What does this mean for our AI strategy?

A bottom-up approach looking at which tasks can be automated needs to be paired with a top-down mission-driven approach



# But scaling is a problem...

A large majority of organizations have deployed less than a third of their GenAI experiments into production




Q: In your estimation, what percentage of your Generative AI experiments have been deployed to date into your organization (moved into production)?

(May/June 2024 ) N (Total) = 2,770

# Scaling

Real benefit only comes at scale, but scaling poses unique challenges for government





**The secret to better public services...  
...is being a better driver.**



# Empathy is the key to more effective and efficient government services

70%

of Federal managers thought their agency provided CX better or equal to private sector

But results do not match industry leaders...



Government leaders often overestimate how well customers perceive government CX

74%

Of US motorists think they are above average drivers

## Government sees itself at the center of CX not customers

81% of Federal managers we surveyed said compliance with mandates was the most important motive for better CX



# Two categories of capabilities support scaling



While cars need roads, gas stations, signage, and more, AI needs:

1. Strategy, process, and ethics controls
2. Technology, data, and people capabilities

These capabilities correlate strongly with success at scaling AI





# You don't have to solve every problem all at once



## “+1 Thinking”

Pramod Verma, chief architect of IndiaStack





# How to get started

A small green seedling with two leaves growing out of a crack in a piece of dark, cracked wood. The wood is dark brown and has a prominent, cracked texture. The seedling is bright green and stands out against the dark background.

**Start with winning use cases**

**Create wins for senior leaders**

**Live in the ecosystem**

Continue the conversation



Continue reading our [AI research collection](#)

A dark-themed banner with a QR code on the left. The background features a stylized illustration of a hand holding a gear, with binary code (0s and 1s) visible. On the right side, there is a grey rectangular box with a red 'A' and a red circle. At the bottom, there is a black bar with white and green text.

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# Session Evaluation



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