

The Business Process Re-engineering Imperative

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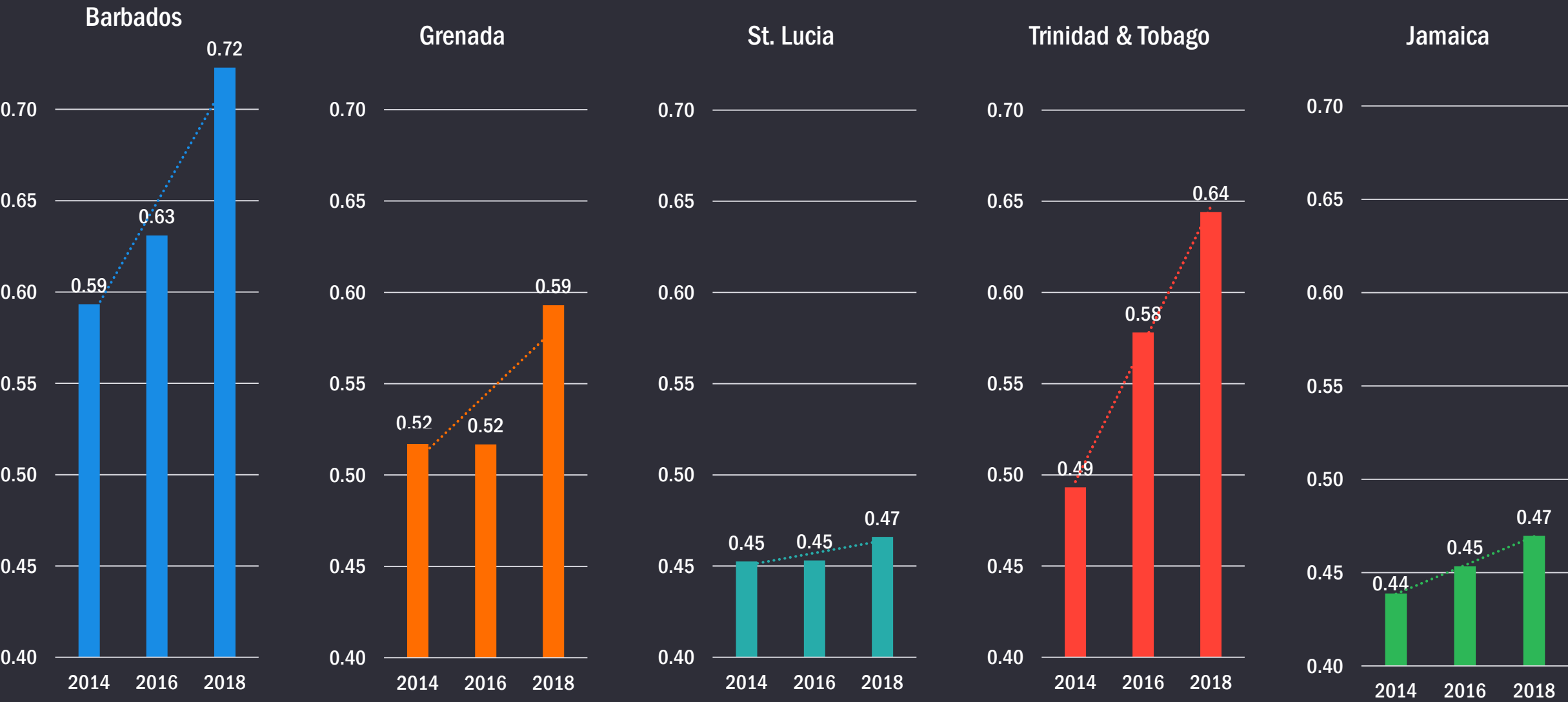
Agenda

1. **The imperative for change**
2. **Why business process re-engineering**
3. **The way forward**

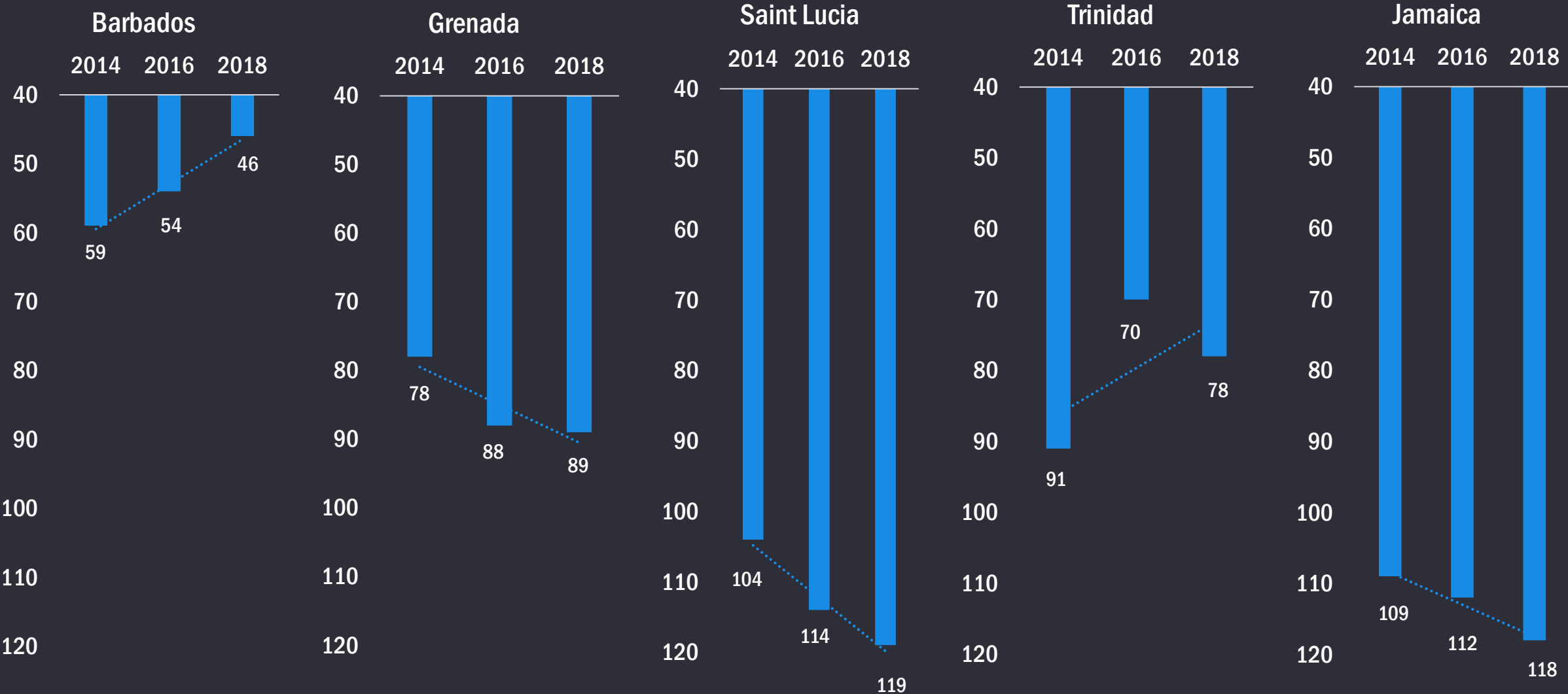
A close-up photograph of a person's hand touching a tablet screen. The screen displays a complex, colorful data visualization with various lines and shapes in shades of blue, green, and purple. The background is dark and out of focus, with some blurred light sources. A semi-transparent white banner is overlaid on the bottom left of the image, containing the text 'The imperative for change'.

**The imperative for
change**

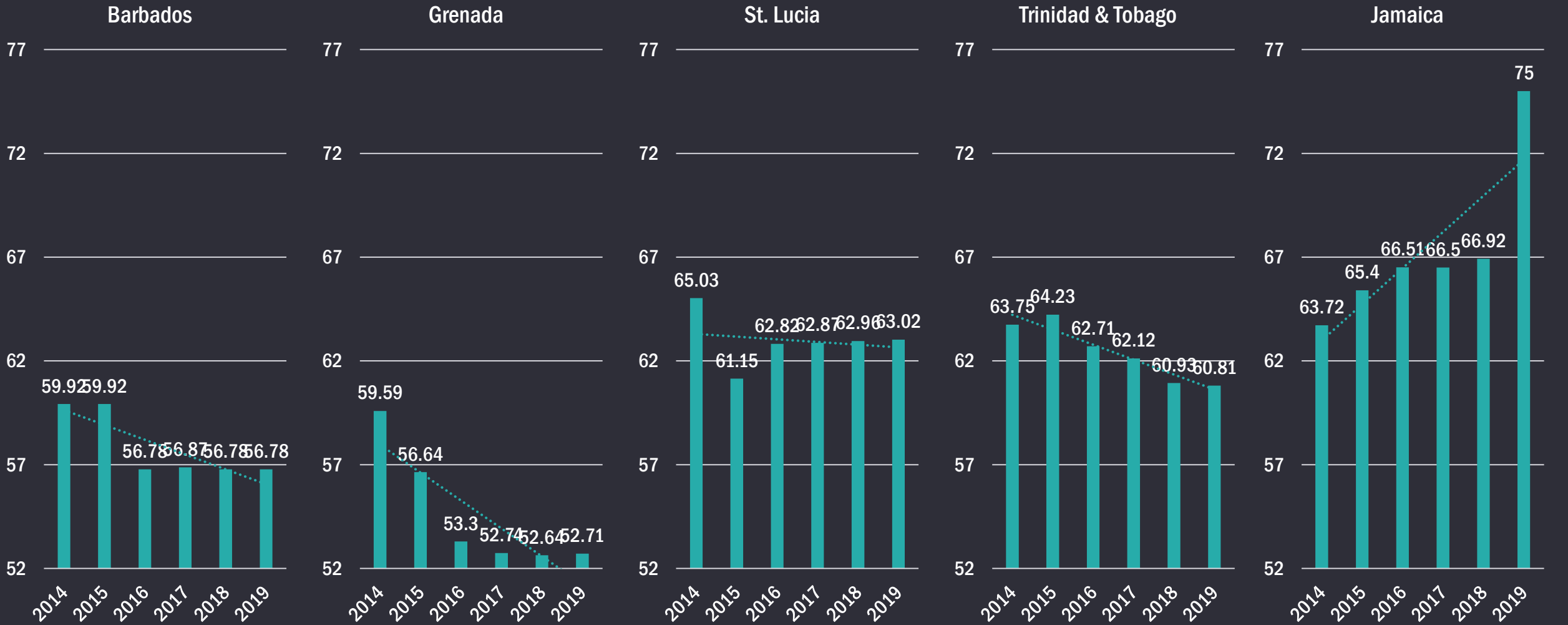
E-Government development index (scores)



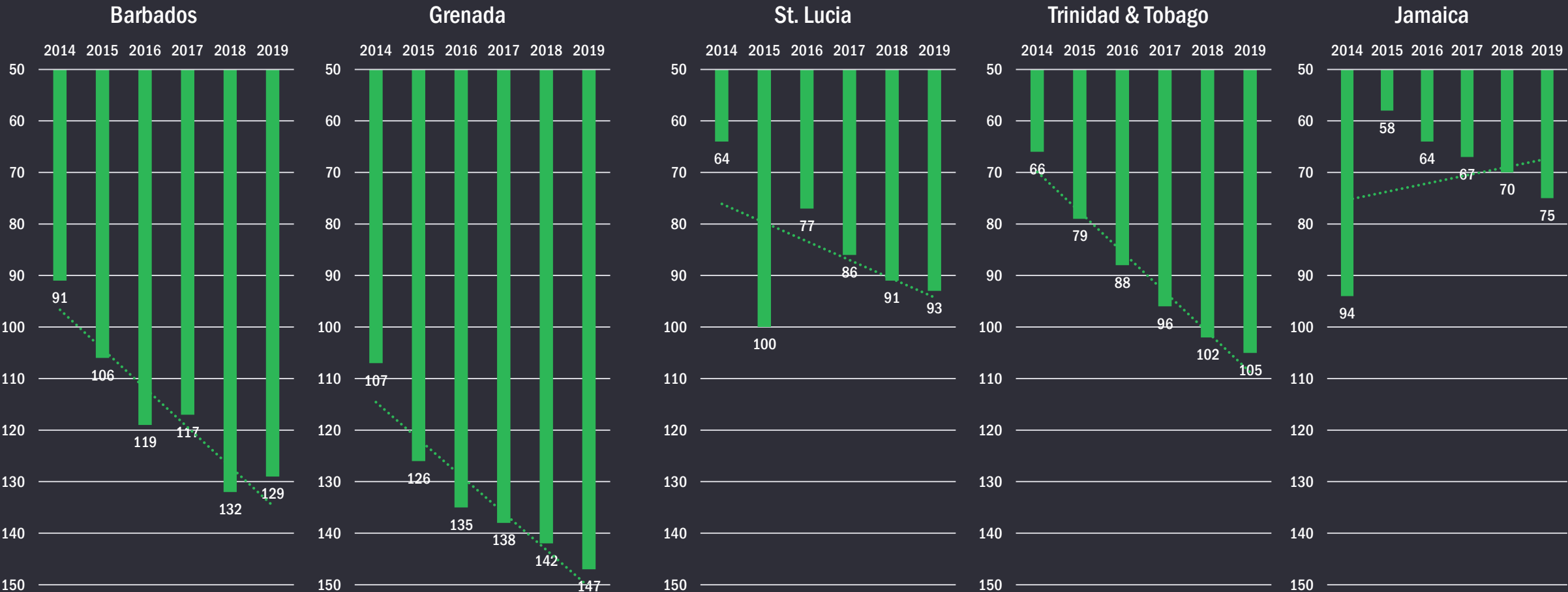
E-Government rankings



Ease of doing business in the Caribbean 2014 - 2019 (score)



Ease of doing business ranking



A close-up photograph of a person's hand touching a tablet screen. The screen displays a complex, colorful data visualization with green, blue, and purple lines and shapes, resembling a network or a map. The background is dark and out of focus.

Why business process re-engineering

Doing business in the Caribbean is difficult – an illustration

Registering a property

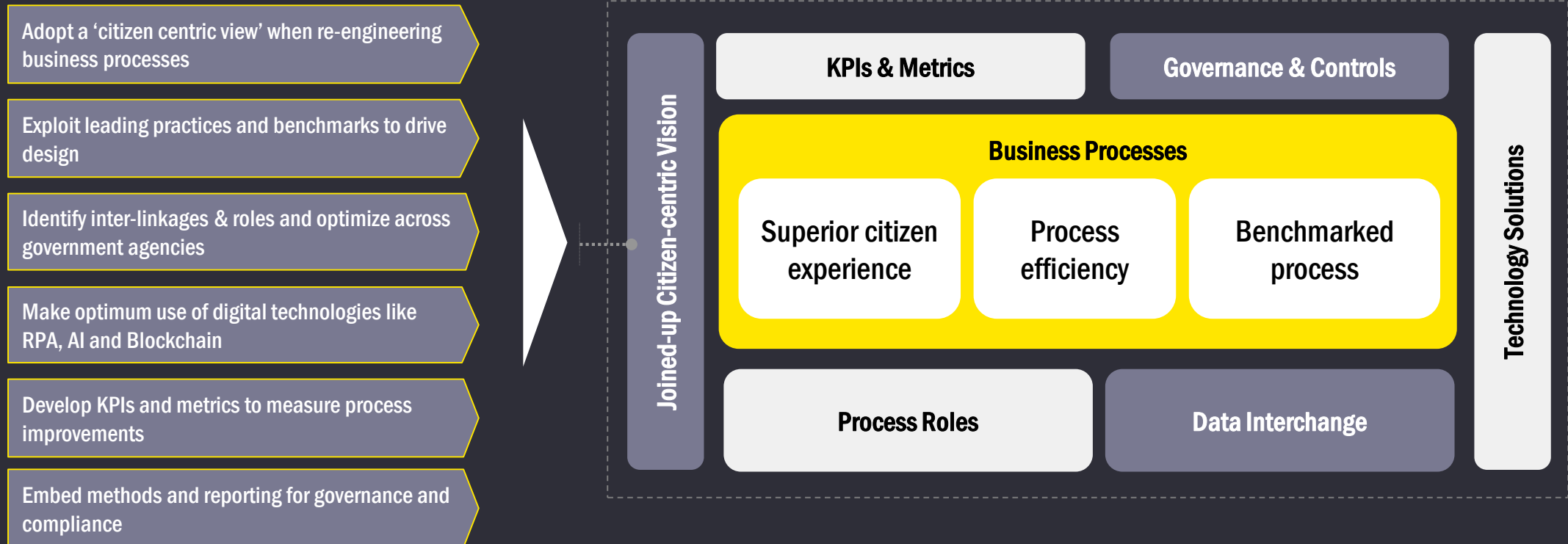
	Sample Caribbean country	Portugal	Norway
# of process steps	9	1	1
Time to complete (in days)	17	1	3
# of process steps requiring a customer to physically visit a Government agency	9 1. Registry of Companies and Intellectual Property; 2. NIC; 3. Land Registry; 4. Urban Planning; 5. Inland Revenue; 6. Survey & Mapping Department; 7. Registry of High Court; 8. Land Registry; 9. Inland Revenue	1 Land Registry	0-1 Land Registry One-Stop Shop <i>or</i> Civil Servant comes to the bank / real estate agent
# of government agencies requiring >1 visit	2 1. Inland Revenue; 2. Land Registry	0	0
E-enabled and joined up government databases?	No	Yes	Yes

Comparing the sample Caribbean country with digitally enabled countries:

- ▶ Silos must be broken and reconfigured
- ▶ Manual processes require re-engineering
- ▶ Paper records need digitization
- ▶ Cross-ministries processes must be integrated and optimized => “**joined up government**”

Process improvement cannot be optimized in isolation

Design principles drive the joined-up government experience



A close-up photograph of a person's hand touching a tablet screen. The screen displays a complex, colorful data visualization with various lines and shapes in shades of blue, green, and purple. The background is dark, and the lighting is focused on the hand and the screen. A semi-transparent white box with a yellow vertical bar on its right side is overlaid on the lower left portion of the image.

The way forward

Critical steps in moving forward

- **Implement an effective governance model**
 - Led at the highest levels of government – to break silos and avoid duplication
- **Take an all-of-government approach to re-engineering processes**
 - Collect data once and share
 - Address cross-ministries/agencies processes
 - Utilize unique digital identification (on blockchain) for citizens and businesses
- **Select processes with greatest impact on service quality and ease of doing business**
- **Construct a manageable re-engineering program with a good business case**
- **Ensure that IT solutions enable joined-up government**
- **Execute wisely with digital by default**
- **Turn off things that are no longer required to produce cost savings**
- **Measure progress against target KPIs and adjust as progress is made**