



Module #1 - Introduction to digital government

Digital Transformation Learning Modules

Time	Slide #	Script (text and actions)
Introduction to digital government (156:55)		
Introduction (15:00)		
00:30	1 	Share screen. Hello and welcome everyone. Thank you for coming along to the first session of a series of seven modules on digital government.
00:30	2 	My name is [Name] and my colleague [Name] and I will be facilitating this session for you today.



10:00	<p>3</p> <p>Can you introduce yourself and tell us what made you want to participate in this learning programme?</p>	<p>Before we start, we'd like to give you all an opportunity to say hello, tell us who you are and what made you want to join this training programme. What do you expect to learn in these [#] coming days?</p> <p>To make sure I don't skip anyone, I'll call everyone of you in alphabetical order. Please just come off mute when I say your name.</p> <p>Go through the list of participants.</p>
00:30	<p>4</p> <p>After Q&A Please click before we start</p> <ul style="list-style-type: none"> • Raise your virtual hand • Use the chat to ask questions or comments • Use the poll tool • Use the survey tool • Use the quiz tool 	<p>Thank you. Please be aware that one of the objectives of this training programme is to trigger conversations on digital. Therefore we want to make this training as interactive as possible. We'll pause regularly for activities and discussions. But do not hesitate to interrupt us anytime for questions or comments. You can do this either by raising your virtual hand, or by using the chat. Unless you have connectivity issues, I'll ask you to keep your video on. But please stay on mute unless you're speaking.</p>
00:30	<p>5</p> <p>Learning objectives of the programme</p> <ul style="list-style-type: none"> • Explain the concept of digital government • Appreciate how digital government can create value • Understand the enablers and barriers to digital government 	<p>At the end of this learning programme, you should be able to:</p> <ul style="list-style-type: none"> • Explain the concept of digital government • Appreciate how digital government can create value • Understand the enablers and barriers to digital government
00:30	<p>6</p> <p>Learning objectives of the programme</p> <ul style="list-style-type: none"> • Understand the objective of digital government • Understand the enablers and barriers to digital government • Understand the barriers to digital government 	<p>Please be aware the objective of this training is not to make you digital experts or practitioners. It's not about using digital tools either. Here, we're going to look at digital transformation through a strategic lens.</p>
01:30	7	<p>You can see here the 7 modules of the training programme.</p>



		<ul style="list-style-type: none"> • Today, we'll start with an introductory module to understand what digital government means • In our second module, we'll look at what human-centred design means in the context of public service delivery • Agile and open ways of working • Building trust in digital government • Data: uses, opportunities and risks • Managing digital technology risks • Navigating barriers to digital government
00:30	8 	<p>Let's zoom in on today's session. There are three main questions we'd like to cover:</p> <ul style="list-style-type: none"> • How can we define digital government? • What are the potential benefits of digital government? • What are the main enablers of digital government? <p>Any questions before we start with the first item on our agenda?</p>
1. Definition of digital government (41:45)		
a. Defining IT and digital (08:00)		
00:15	9	Let's start then!



00:15	10 	To define digital government, we need to first define what digital means.
00:1	11 	Digital is not the same as IT. They're often confused, but they're actually very different.
01:00	12 	<p>IT stands for Information Technology. As its name says, IT is all about technology. It consists in using computers - and other physical devices like network infrastructure - to store, secure, and exchange all forms of electronic data (information).</p> <p>IT teams make sure that an organisation's systems, networks, and applications all connect and function properly. They also oversee their security.</p> <p>IT teams traditionally include:</p> <ul style="list-style-type: none">• system administrators who are in charge of configuring and maintaining computers, servers, networks and security systems• helpdesk staff who answer questions and direct troubleshooting efforts
03:00	13	Digital is much broader than IT. It is not only about technology. In fact, digital is as much about technology



		<p>than it is about culture, processes and business models.</p> <ul style="list-style-type: none"> • Why culture? The technologies of the internet era have reshaped the way we interact as humans, how we behave, and how we communicate. Both in our professional and personal lives. Think about WhatsApp. We communicate more, faster, and with more people than ever before. This has enabled tremendous change in how we work. • Why processes? Thanks to the technologies of the internet era, lots of manual repetitive processes can be automated. Let's take the example of a public service like passport renewal. Before the internet, admin staff had to call people to let them know their renewed passport was ready for pick up. Now it's possible for computers to send notifications in real-time by email or text message with limited human involvement. Digital transformation is about how we can redesign processes to have civil servants focusing on value-adding tasks, leaving repetitive tasks to computers. • Why business models? People usually use the term 'business model' to describe how private companies make profit. In the public sector, business models describe how governments create value that benefits people. For example, by delivering public services online.
00:30	<p>14</p> 	<p>To illustrate what government digital transformation is, let's take the analogy of an iceberg. When we talk about digital transformation, people usually think of shiny websites and apps, here the tip of the iceberg.</p> <p>But these 4 facets of digital we've just seen - technologies, culture, processes, and business models - are not really visible. They are the hidden part of the iceberg, and the most important part. They're about changing</p>



		how government organisations run themselves.
02:45	15 	<p>Let's go back to our definition of digital: applying the culture, processes, business models and technologies of the internet-era to respond to people's raised expectations. What do we mean by people's raised expectations?</p> <p>people are now used to buying products online that are delivered one day later. They can have live conversations with people on the other side of the planet, and use a voice command to ask their phone the opening hours of the nearest Italian restaurant based on geolocation. They can receive customised recommendations for movies and books based on their interests.</p> <p>people expect that digital transformation takes place in government as well. They want easier and faster access to public services that better target their needs.</p> <p>You can see on the screen a few tweets that show just that:</p> <ul style="list-style-type: none"> ● Heather from Canada: "Love seeing government embrace online service delivery! [...] Less long queues, accessibility issues and limited service hours!" ● Noel from Ireland: "[...] Completed online (passport) renewal applications Sunday night, new passports arrive in post Tuesday morning" ● Thea from the US "I just ordered [...] covid tests online [...] that will be shipped to my door [...] It's not amazing or impressive that this can be done now"



b. Defining digital government (33:45)		
10:00	16 	Group discussion Let's pause here. How would you define digital government? Invite participants to share their thoughts.
00:15	17 	Digital government is about better responding to the needs of everyone, either through service delivery or policy making.
00:30	18 	By everyone we mean anyone who uses public services or can be impacted by public policies. This includes people but also businesses, students, associations, residents, tourists, etc.
00:30	19 	To respond to the needs of these people, governments need to make the most of the digital era, be it in terms of technologies, culture, processes or business models, as we've just seen.
00:45	20 	To better understand what digital government is, let's look at what it isn't. Digital government is not about using technology for the purpose of using technology. Technology is a means to an end, not the other way around.



01:00	21 	<p>Here’s a quote from the former US President Barack Obama: “I want us to ask ourselves every day, how are we using technology to make a real difference in people’s lives”.</p> <p>Making a difference in people’s lives is what’s important, technology is just here to help! And it’s not always the right solution. As we’re about to see.</p>
03:05	22 	<p>In the United States, the President is elected every 5 years. The 2 main political parties in the country - the Republicans and the Democrats - each nominate a candidate. In order to nominate their candidate, the states organise primary elections, where delegates from each party vote for who they want to represent their party in the presidential election.</p> <p>In 2020, the US Democratic Party held primary elections to determine the party's nominee for president (Joe Biden). In the state of Iowa, volunteers from each of the state’s 1,600 election districts were charged with tallying the votes. But for the first time, they had to do this using a new smartphone app. They had to download the app, create an account, login in and then type in the results of the vote. Many of the volunteers struggled in doing so. Some people didn’t even manage to find the app, or to login. So they tried to call the hotline to report on the votes, but the Democratic Party had not expected these issues, and there were not enough people to answer the hotline. People could not report on the votes, it became a huge mess. By the end of the election night, the Iowa Democratic Party issued a statement blaming “inconsistencies in the reporting” and said it would have to validate results via the paper trail.</p> <p>What went wrong? Many things:</p>



		<ul style="list-style-type: none"> The app had never been tested at a statewide scale, and they realised afterwards that there had been a coding issue. Volunteers had not been properly trained to use the app. <p>It ended up in a fiasco that cost the US Democratic Party US 60,000.</p>
00:40	23 	<p>Was there really a need for an app? All that volunteers wanted to do was to capture the results of the votes. Using an app made things more difficult for them, they would have needed more time and training to get used to using it. The app didn't even bring advantages to the existing methods. It actually brought more security issues.</p> <p>https://twitter.com/zeynep/status/1224545350364672001</p>
00:15	24 	<p>This story shows that an app is not always the answer.</p>
00:30	25 	<p>Because digital government is about using technology for the purpose of improving people's lives, not for the purpose of using technology.</p>
10:00	26	Group discussion



		<p>Can you think of a digital solution (an app or something else) that does not answer actual needs, like the Iowa caucus app? You may think of a public service or a service offered by a private company.</p>
<p>01:15</p>	<p>27</p>	<p>Another thing digital government is not about, is adding layers of complexity to public services. People may think that digital is just about adding new things: adding a new online channel to access a service, adding new tools for civil servants, etc.</p> <p>On the contrary, what defines digital is simplicity. First and foremost, the goal of digital government is to make the life of people easier. This requires rethinking services from the start, constantly challenging and reviewing processes in place. Not just adding something new.</p>
<p>01:30</p>	<p>28</p>	<p>Here on the screen you can see an extract from the design principles of the UK Government. The UK Government created 10 principles for government staff to keep in mind when they design public services.</p> <p>The 4th principle is “Do the hard work to make things simple”. It says: Making something simple to use is hard - especially when the underlying systems are complex - but that’s what we should be doing. Don’t take “It’s always been that way” for an answer. Does this resonate with you?</p> <p>Sometimes it can be long and complex to deliver public services. And service users don’t realise it, but it’s not really their role to worry about these things. It’s up to governments to manage complex processes and deliver smooth user experiences, just like you expect when you book a train ticket or buy something online.</p> <p>https://gds.blog.gov.uk/2014/05/28/trying-to-keep-it-simple-its-complicated/</p>



00:30	29 	When designing or revamping public services, governments should try to take off layers of complexity from public services, and not add new ones.
00:30	30 	Third point: digital government is not about putting everything online. Putting things online does not mean everyone can access them. Not everyone has access to the internet. And not everyone who has access to the internet is able to use it easily on a regular basis.
00:30	31/32 	<p>These numbers from the International Telecommunication Union show that:</p> <ul style="list-style-type: none"> ● 99 active mobile- broadband subscriptions per 100 inhabitants, 2020 ● 21% households with internet access at home, 2017 ● 79% male/female internet users as a % of total male/ female population ● 91% population covered by at least a 4G mobile network, 2020 <p>OR</p> <p>These numbers from the International Telecommunication Union show that not everyone in Sri Lanka is able to access public services online. In 2020, 53% of the population had internet access at home and 23% had a computer. The ITU estimated that in 2020 35% of the population were using the internet in 2020.</p>
01:30	33 	<p>Why, besides internet access, people may not find it easily to surf the web?</p> <ul style="list-style-type: none"> ● First, some people may not have sufficient digital skills ● Some people may not afford accessing the internet, and find it cheaper to visit government agencies



		<ul style="list-style-type: none"> • Some people may not feel safe using the internet, and sharing data online with their government • Some people may have disabilities that make it hard for them to use the internet, like visual impairments
00:30	34 	So transforming analogue services into online services is not what digital government is. It's about inclusivity ie serving everyone, whatever their situation is.
2. Purpose of digital government (53:45)		
00:15	35 	Let's move on to the second item on our agenda: what can be the benefits of digital government?
10:00	36 	Group discussion Let me start by asking you this question. What do you expect from digital transformation in government? What are we even talking about digital? What are you trying to achieve in your organisation or team?
a. Deliver better and more accessible services (5:05)		
00:15	37 	Digital government can help deliver better and more accessible services.



02:00	<p>38</p> 	<p>It can do this in different ways. For example, by delivering services online so that people can save time and money by not having to travel and queue to access public services at government agencies.</p> <p>In 2020, the Government of Mongolia launched e-Mongolia. E-Mongolia is both a website and smartphone app. It allows people to access 180+ of the most in-demand public services online, from asking for a new ID card to a business licence. To prioritise which services to put online first, the e-Mongolia team went to several government agencies, and looked at the queues of people waiting to speak to someone. They estimated the waiting time per service. This allowed them to estimate how many waiting hours they saved for people by making public services available online. On average it takes 2 to 5 minutes to get an online service through the e-Mongolia system, while traditional proceedings take an average of 3 hours, but may also take several days. Based on the total number of public services accessed in 2021 on e-Mongolia, people have saved a total of 3,581 hours.</p>
02:50	<p>39</p> 	<p>Another good thing about e-Mongolia - besides offering an online access to public services - is that all services were accessible from one single place. This is what we call one-stop shops. Centralising all services makes it much easier for people to access services. They don't have to think about which Ministry or government agency is delivering the service. Let's say you have to pay a fine for having parked your car in the wrong place. Do you go to the website of your government's Driver and Vehicle Agency? Or the website of the Police Department? people should not have to worry about this. And thanks to one-stop shops, they don't!</p> <p>Having numerous websites for different government organisations or services offers another drawback: mistrust. Trust is based on habits. Someone may recognize they're on the government website for welfare services because they have to go there to apply for benefits every month. They recognise the logo, the colours,</p>

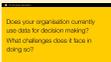


		<p>the shape of the buttons, the font. But if they're using a government website for the first time - for example to ask for a construction permit on a land they've just bought - and that this website uses completely different shapes, colours and writing style, they may think twice before trusting the website, and sharing their data online.</p> <p>Digital can deliver better and more accessible services, but it can also complicate things if it's poorly understood and implemented. One-stop shops, and coherent design is key to making people' life easier.</p>
b. Inform and evaluate decision making (15:45)		
00:15	<p>40</p> <p><small>Digital for the government</small></p> <ul style="list-style-type: none"> • better service and more accessible services • increased citizen engagement 	Thanks to data, digital government can also help inform and evaluate decision making.
01:30	<p>41</p> <p><small>In the digital era, it's both easier and cheaper to collect, store and analyse large amounts of data.</small></p>	<p>In the digital era, it's both easier and cheaper to collect, store and analyse large amounts of data. Countries can gain a more granular understanding of the issues faced by populations. This can take place at different levels:</p> <ul style="list-style-type: none"> • At the geographic level (eg looking at regions or cities with high unemployment) • At a demographic level (eg looking at school dropout rates per age and gender) <p>These types of data can be used to better understand how different communities can face different issues, and build responses that are adapted and specifically targeted to them.</p>



02:30	42 	<p>Let's look at an example. Using data to identify people in need is particularly important in the face of adverse shocks. Because they're unexpected, sudden, and can have significant consequences, they require governments to respond quickly.</p> <p>When the covid-19 crisis started in March 2020, many governments imposed lockdowns, asking people to stay home. This meant a loss of income for informal workers. Some people were left unable to work, without the means to buy necessities.</p> <p>The Asian Development Bank partnered with Philippine government agencies and the private sector to provide emergency food supplies to communities who most needed support. To identify these communities, they used traditional census data but also satellite imagery and advanced data analysis techniques. By looking at roof types, street patterns and housing density, they managed to estimate an area's level of economic activity. Within the poorest areas, they prioritised locations for food deliveries, and supported nearly 100,000 people in the suburbs of Manila.</p> <p>https://dataforchange.net/Using-poverty-maps-to-reach-the-most-vulnerable-households-with-pandemic-support-in-the-Philippines</p>
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01:30	<p>43</p> 	<p>Still on covid-19, the Geo-Informatics and Space Technology Development Agency in Thailand developed a platform that enables government agencies to visualise the pandemic situation and analyse the impact of covid-19 related policies.</p> <ul style="list-style-type: none"> • It displays information on the spread of the virus and medical supplies and patient data to support policy makers to make swift and effective decisions, like deciding whether or not to launch a communication campaign or whether or not to impose a lockdown, where and when • The platform also displays analysis of night-light images to see the impact of lockdown measures. <p>https://dataforchange.net/Asia-and-the-Pacific-geospatial-data-for-health-drought-monitoring-and-clean-energy</p>
10:00	<p>44</p> 	<p>Group discussion</p> <p>Does your organisation currently use data for decision making? What challenges does it face in doing so?</p>
<p>c. Increase transparency and accountability (1:20)</p>		
00:15	<p>45</p> 	<p>Another way digital government can be of benefit is by increasing transparency and accountability.</p>
01:05	<p>46</p>	<p>Digital allows governments to make public service information readily available in the public domain, and thus</p>



	<p>Digital allows governments to make public service information readily available in the public domain, and thus improve transparency.</p>	<p>improve transparency.</p> <p>It's now easy to automate the tracking and the online publication of a variety of data like the number of thefts by neighbourhood, the number of business registrations and bankruptcies by sector, the amounts government agencies spent on public procurement, and which companies are they most repeat providers or the distribution of government spending by sector, and the resulting outcomes.</p> <p>When people can easily access such information, they can better hold their representatives accountable for fulfilling - or not - their promises.</p>
<p>Short break (5:00)</p>		
<p>d. Make civic participation easier (16:15)</p>		
<p>00:15</p>	<p>47</p> <p>Digital helps governments:</p> <ul style="list-style-type: none"> • make data and service information available • track and evaluate better delivery • increase transparency and accountability • make civic participation easier 	<p>Digital government is also about making civic participation easier.</p>
<p>01:45</p>	<p>48</p> <p>Digital gives governments the opportunity to engage with everyone 2-way. They can get feedback on services, policies, budgets, etc.</p>	<p>Thanks to digital technologies, governments have the opportunity to engage with everyone through 2-way communication, at scale and in real time.</p> <p>Traditionally, communication between governments and people happened in just 1 way: governments would share information with people, who could not react. Now, governments can easily ask people for input or</p>



		<p>feedback online or through text messages.</p> <p>This offers numerous opportunities, like:</p>
01:45	49 	<p>Exploring participative democracy. Participative democracy consists in involving individual people in political decisions and policies, making people in power. Lots of central, local governments and cities around the world have started to explore participative democracy mechanisms. One of them is participative budgeting. With participative budgeting, people can suggest project ideas to fund, and vote for topics or projects they'd like public authorities to fund.</p> <p>This is the case of Seoul. The city created its first participatory budget in 2012. Ten years later, the platform 'Democracy Seoul' - which you can see here - is still live. About 150,000 people used it in 2021.</p> <p>https://oidp.net/en/practice.php?id=1302</p>
02:30	50 	<p>But civic participation is broader than participative democracy. It's also about crowdsourcing observations for public service improvement. Here, crowdsourcing refers to public authorities calling upon people outside of government to get a sense of their experience of public services.</p> <p>This is what the Government of Indonesia does with Lapor. Lapor means "report" in Indonesian language. It's an online complaints management system that allows people to report on a variety of public services from damaged roads, to improper behaviour by public servants. Once a report is filed, it is forwarded to the relevant ministry or government agency. Within 10 days, the complainant receives an SMS notification about action taken, so that they are likely to stay engaged and continue reporting.</p>



		<p>Lapor provides a speedy, low-cost channel for people to voice their concerns and influence public services through modern technology.</p> <p>https://www.adb.org/sites/default/files/publication/183320/governance-brief-25.pdf</p>
10:00	<p>51</p> <p>Has your organisation ever used digital tools to communicate with citizens? What were the benefits? Did it face any challenges?</p>	<p>Group discussion</p> <p>Has your organisation ever used digital tools to communicate with people? What were the benefits? Did it face any challenges?</p>
Digital transformation is not human-centred by default (21:35)		
00:15	<p>52</p> <p>But digital government transformation is not human-centred by default.</p>	<p>But digital government transformation is not human-centred by default. It requires will and efforts for governments to make digital a tool for good.</p>
01:50	<p>53</p> <p>Digital government can accentuate inequalities.</p>	<p>If governments don't take a human-centred approach when planning for their digital transformation, they can accentuate inequalities.</p> <p>It's great that governments start giving access to public services online, but they can't forget about the people we mentioned earlier, who can't access the internet, or at least not at an affordable price, and not on a regular basis. Or people who don't have the skills to navigate confidently on the internet. It's important that governments keep these people in mind.</p>



01:30	54 	<p>The covid-19 crisis highlighted how the digital divide can exacerbate inequalities, for example in the education sector, as shown in this report from Human Rights Watch. At the peak of the covid-19 crisis, more than 188 countries closed their schools to try to contain the spread of the virus. To keep delivering education, some countries started using digital pedagogical tools and virtual exchanges between students and their teachers. But all students didn't benefit from an equitable and inclusive access to digital learning resources. Some didn't have computers, phones or the internet. These children were left out. And very often these children that were left out were the ones that already found it hard to go to school because of economic difficulties, because they were living in rural areas with poor connectivity, or because of disabilities.</p> <p>https://www.oecd.org/coronavirus/policy-responses/the-impact-of-covid-19-on-student-equity-and-inclusion-supporting-vulnerable-students-during-school-closures-and-school-re-openings-d593b5c8/</p>
01:50	55 	<p>What applies to access to education applies to public services in general. What can governments do to ensure inclusive access to digital public services? The government of Bangladesh has created over 8,000 digital centres across the country, where people can use computers, and receive help to navigate online and access public services (such as land records, birth registration, telemedicine, life insurance, passport and overseas job applications). There is at least 1 digital centre per union council office (the lowest administrative tier in Bangladesh). This means that most people - even the ones living in rural areas - are less than 3 kms away from a digital centre. These digital centres work like startups. They're run by a couple of people, usually recruited from the local community. They benefit from financial support from the government, but manage to cover everyday expenses (like utility charges, internet bills and computer maintenance costs) from the fees they charge for the provision of certain services. These digital centres service 6 million people every month.</p>



		<p>https://blogs.lse.ac.uk/southasia/2017/02/06/how-a2i-is-using-empathy-to-foster-innovation-in-bangladesh/ https://www.tbsnews.net/economy/digital-centres-create-entrepreneurs-rural-bangladesh-332866</p>
00:20	<p>56</p> 	<p>The digital centres initiative in Bangladesh reflects well this saying from President Abdul Hamid: “Deliver government services to the doorstep of the people. Providing government services is not a matter of kindness or benevolence.”</p> <p>https://www.thedailystar.net/news/bangladesh/governance/news/dont-abuse-power-deliver-govt-services-peoples-doorstep-2941911</p>
01:50	<p>57</p> 	<p>Another potential threat of digital government is disproportionate surveillance. This is a topic we’ll explore in detail in our module about ‘Building trust in digital government’.</p> <p>With the increasing use of digital technologies, we’re producing enormous amounts of data. Not just data we provide, like when you fill out a form with your birth date or income, but data we produce by our activity. Like how much time you spend on a website, your likes and retweets on social media or the words you search in your search engine. All this information says a lot about yourself. Private companies value it because they can target you with ads. The information you produce online can be of interest to governments too, for example in the fight against tax fraud (tax and customs authorities in France can use photos people publish on social networks), or terrorism.</p> <p>But this type of data could also be used to identify political opponents or discriminated communities, with potential terrible implications.</p>



04:00	58 	<p>Here is an example of how our data may disclose more than we want, to people we don't really want to share anything with. Have you ever heard of Strava? Strava is a smartphone application that keeps track of your sports activities. It requires you to wear a fitness tracker, like a connected watch. If you go for a run, your watch captures elements like your speed, how long you run, and where you run. It automatically sends all this information to Strava, which keeps track of your performance, and lets you organise virtual competitions with your friends.</p> <p>A few years ago, Strava published in the open a global heatmap with its users' jogging routes. It was available to anyone on the internet for months, until a 20-year-old international security student named Nathan Ruser realised that the 3 trillion data points used to build the heat map were so specific that they could reveal sensitive military information. Indeed among Strava users were soldiers. Their jogging routes revealed secret military locations. Discussing his findings on Twitter, Ruser pointed out that the map revealed the apparent locations of secret military bases owned by the US and other governments in places like Russia, Afghanistan, and Turkey, noting that it seemed to pose an unprecedented security liability to soldiers. Because Strava tracks individual user data, the ability to tie an individual soldier's daily fitness routine to their location could aid and abet international military or spy tactics to a previously unseen degree. In reaction to the news, the international coalition against ISIS issued a statement to the press declaring that it would be revising its guidelines regarding the use of fitness trackers.</p> <p>The Strava case demonstrates a real potential problem with using individual consent for collective data mapping. The basic concept of data privacy is built around the assumption that it's possible to consent to the way your data is being used. The Strava case makes it clear that such an assumption might be outdated, as it's fueled a belief held by many in the data privacy sphere that individuals can't consent to use cases of their</p>
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10:00	<p>59</p> 	<p>Group discussion</p> <p>Do you have any worries about the digital transformation of your organisation, and government?</p>
<p>3. Enablers of digital government (46:35)</p>		
00:25	<p>60</p> 	<p>Let's move on to the last part of today's session: the enablers of digital government. By enablers of digital government, we mean the ingredients governments need to make digital transformation happen.</p>
00:45	<p>61</p> 	<p>The first thing we'd like to highlight here, is that digital transformation is not just the work of digital teams. Digital transformation in government won't happen just thanks to people building digital services. All of you are actors of your government's digital transformation.</p>
02:00	<p>62</p> 	<p>The very first enabler that governments need to kick start digital transformation is supportive leadership. This is particularly important in administrations where hierarchy plays an important role. Leaders both need to understand how digital transformation can create value, and support initiatives for change.</p> <p>Digital transformation takes time, and does not follow a straight line. Some projects are very likely to fail. It's</p>



		<p>absolutely normal to fail at something new. Failure is not bad, as long as people draw lessons from these experiences. But without a supportive leader who understands this, public servants trying to launch new projects may fear for their career in case of failure.</p> <p>Digital governments need leaders that are willing to take risks and back up their teams.</p>
03:30	<p>63</p> 	<p>Taking a whole-of-government approach is another enabler of digital transformation in the public sector. Taking a whole-of-government approach is the opposite of working in silos. When government organisations operate in silos, they don't care much about what other organisations are doing. They don't communicate, nor cooperate. This makes digital transformation very difficult.</p> <p>First, public services are interconnected. They very often involve different organisations. For example, if you want to register a new business, you'll most likely have to deal with people at the Ministry of Economy and the Ministry of Justice. So, if you want to redesign this service, you need to make sure all the stakeholders are involved.</p> <p>Second, digital services share lots of building blocks in common. For example applying for a driving licence and a construction permit. In both cases, you'll have to fill out a form online, then maybe use an online payment system, and finally you'll receive a notification saying your request has been made. Instead of building all these systems from scratch, government organisations can share what they have in common. Why use different payment or notification systems? If all government organisations manage to agree on a set of common tools and building blocks, then they'll save lots of time and money on developing applications for their own use only.</p>



02:15	<p>64</p> 	<p>Taking a whole-of-government approach solves these issues by moving away from silos to formal and informal cooperation across the portfolio boundaries of government organisations to achieve an integrated response to particular issues, for example delivering a seamless service experience to people.</p> <p>The concept of whole-of-government approach is not about technology, it's about people, how're they organised, and how they work together. To make the whole-of-government approach possible, governments need to:</p> <ul style="list-style-type: none"> • have ambassadors of the concept in high places, who are willing to trust each other and work together on the long-term - this can be reflected through the publication of strategic documents • adopt an organisational structure that makes communication and collaboration easy between departments' boundaries, and a cross-department governance system for service delivery • adopt open ways of working • look at digital service development through the lens of users rather than civil servants. This means that it shouldn't matter which departments are involved in the development of a service. What the service team needs to consider is the user's journey. <p>All of this can't take place without trust between government organisations. Trust is at the core of the whole-of-government approach.</p>
01:30	<p>65</p> 	<p>The government of Malaysia decided to take a whole-of-government approach to digital transformation. They wrote it black on white in their 2015 Malaysian Plan for Development. They urged public sector agencies to work across portfolio boundaries to provide high quality public services to people across all areas of economic</p>



		<p>activity. One of their main goals was to enable easy access to public services: “one service, one delivery, no wrong door”. Whatever delivery channels they choose, people were meant to access all public services in the same simple and transparent manner. This required communication, coordination and coherence between government agencies. One of the consequences and outputs of the Malaysian whole-of-government policy was the creation of a shared call centre among government agencies that provided a one-stop access to all public services.</p> <p>https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2012-Survey/Chapter-3-Taking-a-whole-of-government-approach.pdf</p>
1:10	<p>66</p> 	<p>Organisations working together in a whole-of-government approach is a prerequisite for GaaP: Government-as-a-Platform. Let’s watch a short video to start unpacking this concept.</p> <p>Launch the video.</p>
02:40	<p>67</p> 	<p>Platforms are building blocks that government organisations have in common to help them build digital services. You can see here an illustration of some of the platforms that are used by government organisations in the UK. Platforms can consist of very different things, from databases to software components to open standards. Let’s look at this in further detail. Each number on this diagram corresponds to a platform.</p> <ul style="list-style-type: none"> • The first number ‘Check info’ consists in building online forms for users to access services. In the UK, this is done on the single website domain GOV.UK.



		<ul style="list-style-type: none"> • Number 3 ‘Access reliable data’ corresponds to another type of platform, GOV.UK Registers. Unlike GOV.UK, it’s not a website, but a database. For example, a database with the name and income of workers in the UK, to help the government to collect taxes or deliver social benefits. Because this database can be accessed by different government organisations for different purposes, it’s also a shared platform. • Number 5, ‘Make payments’ corresponds to another type of platform, GOV.UK Pay. It’s a software component that allows government organisations to request payments from service users. • Number 7, GOV.UK Design System is another type of shared platform. It consists in design standards that government organisations need to comply with to build services that look alike from a design perspective, offering a consistent experience to service users.
02:30	<p>68</p> 	<p>To summarise, as Richard Pope, former member of the UK Government Digital Service team and former Professor at the Harvard Kennedy School and University College London said, government as a Platform means ‘reorganising the work of government around a network of shared components so that civil servants, businesses and others can deliver radically better services to the public, more safely, efficiently and accountably.’</p> <p>The key word here is ‘reorganising’. There are lots of governments where databases and software components from different organisations don’t talk to each other. Very often, the challenge is not technical, but human. In order to embrace the concept of government as a platform, government organisations need to reorganise the</p>



		way they work, and break silos to share what makes sense for them to share. This is taking a whole-government approach is a prerequisite to developing a government as a platform. If government organisations don't talk to each other, there's no way their software components and databases are going to talk to each other.
02:45	69 	Having an agile and open culture is another enabler of digital government. An open culture consists in having people sharing what you do, both successes and failures. It allows other people to learn from their experiences, and even finds opportunities for cooperation. Agile ways of working consist in being flexible and iterating based on new incoming information. We'll explore this further in our 3rd session.
00:25	70 	Last but not least, digital government transformation cannot take place without people' trust. We've quickly touched on this today, but we'll look at what governments can do and should not do to maintain trust in our 4th session.
03:00	71 	<p>We hope you now have a clear idea of what digital transformation encompasses, besides technology. And that you know some of the various ways digital government can create value, especially to people, when using a human-centred approach. What we wanted to do in this session is inspire you by showing all that digital government can do. In the following sessions, we'll focus on specialised topics with more practical content.</p> <p>But before we leave you, we'd like to highlight an important message, which is that digital transformation does not happen overnight. Very quickly, let us go through some of the challenges of digital government that we'll explore in our next modules.</p>



02:45	<p>72</p> 	<p>It's not always easy to:</p> <ul style="list-style-type: none"> • hire digital talent - there's lots of competition from the private sector, and some digital expertises can be rare depending on the national labour market • secure budget - digital can help governments save money in the long term, but in the short term it requires investments that are not always easy to secure, especially in the post covid-19 era with so many other priorities on the political agenda • procure digital services - traditional procurement processes have not been designed for the digital era, and they can slow or even threaten the viability of projects. We'll touch on this topic in a future module, as well as: • manage legacy systems - how can you build modern services with old IT? • navigate legal and regulatory requirements - these are not always in phase with the changes occurred by the digital era
00:45	<p>73</p> 	<p>It takes time to overcome these barriers, and build the right environment for digital transformation. I'd like to finish this first session by reflecting on Singapore's digital transformation journey. Singapore is today well-known for its advanced digital government. This situation is the result of long-term actions and investments that started in the 1980s in digital inclusion, government services as well as people and skills.</p>
03:55	<p>74</p> 	<p>How has the government of Singapore supported digital inclusion over time? It started with a focus on internet access. By the early 1990s, there was a realisation that rapid technology advances would soon spawn new types of telecom services. A single incumbent was seen as unlikely to be able to fulfil the full range of needs of an increasingly diversified market. The government of Singapore decided to encourage competition to benefit</p>



	<p>consumers and encourage new businesses. It started by separating the commercial activities from the regulation activities of its national Telecommunication Authority in 1992, and then by ending their monopoly on telecom services. New Internet Service Providers and mobile phone service operators subsequently appeared on the scene. The new competitive market led to drop in prices. Mobile phone take-up soared as a result. In January, 1992, the mobile phone penetration rate here was 13.6 per cent. By 2006, it had crossed the 100 per cent mark. Households with internet access increased from 65% in 2003 and exceeded 80% in 2009.</p> <p>By the mid-2000s, despite market liberalisation and the development of a national broadband network, other regional economies were surpassing Singapore – with higher broadband penetration rates, faster broadband access speeds, and lower broadband prices. Singapore’s Info-communications Development Authority believed that left to market forces, there was little incentive for the incumbents to invest in new broadband infrastructure ahead of demand. It therefore decided on a combination of rules and incentives to catalyse private-sector investment, like limits on pricing and charges for key services.</p> <p>Singapore now has one of the highest internet penetration rates in the region. So the government switched its focus from internet access to internet adoption. In 2020, it created the SG Digital Office (SDO) to “accelerate Singapore’s digitalisation by building on and ramping up existing efforts to equip every individual and business with digital tools and skills to participate meaningfully in the new social and economic environment post covid-19”. The SDO currently runs 2 programmes that are focused on raising the digital skills of seniors and helping stallholders get onboard e-payment solutions.</p>
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02:00	<p>75</p> 	<p>Singapore’s digital government journey started in the 1980s, with the National Computerisation Programme. Led by the National Computer Board, the Programme focused on automating internal processes and systems.</p> <p>By the 2000s, Singapore had shifted to providing government services online, first as websites and then as phone applications when mobile phones exploded in popularity.</p> <p>Since the 2010s, Singapore has been focusing on making their services both more human-centred and more integrated. This was made possible thanks to the launch of GovTech in 2016, and 5 strategic national projects in 2017.</p> <ul style="list-style-type: none"> • Govtech is a government entity charged with building and strengthening Singapore's internal engineering and digital capabilities. GovTech empowers the whole of government to centrally design, develop and deliver digital services. They’re under the direct authority of the Singapore Prime Minister’s Office, which gives them visibility and legitimacy to work with all government Ministries and organisations • In 2017, Singapore launched 5 strategic national projects including e-Payments and national Digital Identity. These projects lay the foundation for the adoption of digital across government, but also the economy and society.
02:30	<p>76</p> 	<p>What makes Singapore a digital nation, with a digital government is not just digital inclusion and government services. It’s the fact that people have the skills to build and to use digital services, both inside and outside of government. This is the result of long-term investments in education and R&D as well as schemes to attract</p>



		<p>foreign talent, like employment pass applications that make it easier for some companies in sectors such as digital to hire talents from overseas.</p> <p>Singapore is also well-known for creating lifelong learning opportunities, with its SkillsFuture national initiative. SkillsFuture was launched in 2015 to encourage people to keep learning at every stage of their career or life. For example, it offers all Singaporeans aged 25 and above receive a credit of S\$500 which they can spend on online training, on the topic of their choice.</p> <p>More recently, GovTech Singapore launched its Digital Academy, a platform designed to raise the digital competencies of all public service leaders and officers, particularly those in ICT. The Academy offers in-person and virtual lectures but also instructor-led workshops, tech talks, and exchanges with communities of practice, where people share their experience, good practice and challenges around a specific topic with their peers.</p> <p>All of these initiatives have helped make Singapore what it is today.</p>
10:00	<p>77</p> 	<p>Group discussion</p> <p>What are your key takeaways from today's session?</p> <p>Go through the list of participants and invite them to share their thoughts</p>
00:35	<p>78</p> 	<p>Digital is not the same as IT. It includes other aspects than technology, like cultural aspects.</p> <p>Digital government is about improving people's lives, not about using technology for the sake of it.</p>



		Digital can help governments deliver better and more accessible services, inform and evaluate decision making, increase transparency and accountability, and make civic participation easier.
00:25	79 	But digital government transformation is not human-centre by default. This requires will and effort. To enable digital transformation, governments need supportive leadership, a cross-department governance system, an agile and open culture, as well as people’s trust.
00:45	80 	That’s all for today! Thank you everyone, and see you for our next session on human-centred design for digital services.