

Navigating barriers to digital government

Digital transformation training programme
Module #7



ASIA AND THE PACIFIC

**Regional
Innovation Centre**

A few  zoom
we start...

house rules before

- Make sure your name is displayed
- Keep your video on unless you have connectivity issues
- Mute if you're not speaking
- Don't hesitate to ask questions by raising your hand or using the chat

Where we are

1. Introduction to digital government

2. Human-centred design for digital services

3. Agile and open ways of working

4. Building trust in digital government

5. Data: uses, opportunities and risks

6. Managing digital and technology risks

7. Navigating barriers to digital government

Learning objectives

- ✓ Understand common barriers to digital transformation in government
- ✓ Share good practices on how to address these barriers

- 1. Hiring and retaining digital talent**
- 2. Procuring digital products and services**
- 3. Securing funding for digital**
- 4. Addressing legislative and regulatory barriers**
- 5. Driving the internal adoption of new digital services**

1. Hiring and retaining digital talent

2. Procuring digital products and services

3. Securing funding for digital

4. Addressing legislative and regulatory barriers

5. Driving the internal adoption of new digital services



15-min group discussion

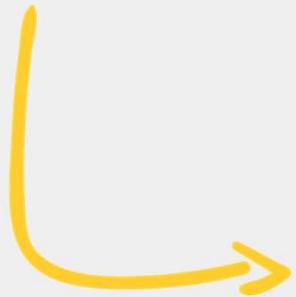
What are your organisation's biggest challenges regarding digital talent?

The **digital talent gap** makes it hard for organisations to recruit and retain talent.

This is especially true for government organisations because of:

- Budget constraints and **salary bands**
- Rigid **career frameworks**
- Hard-to-find and traditional **job ads**
- Difficulties to match the right talent to the **right problem**

Challenge: rigid career frameworks do not attract digital talent.



Good practice: explore new hiring routes.

Example

Builder a Smart(er) Nation: Concluding my Fellowship

Published on March 8, 2020



Fellowship

Enterprise Architecture. AWS,

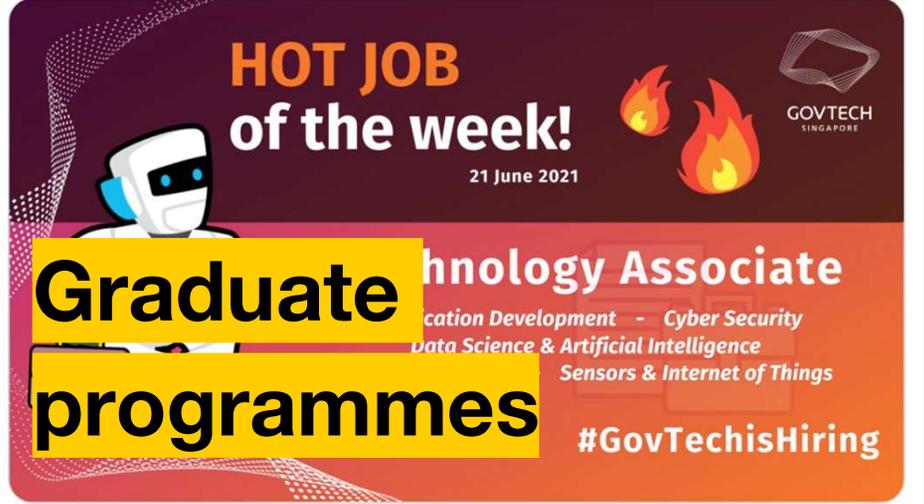
programmes

for me to wrap up my Singapore Smart Nation Fellowship. As a Distinguished Fellow in GovTech (officially *Singapore Government Technology Agency*) I had a chance to work closely with both the Smart Nation and Digital Government Office (SNDGO) and a variety of teams within GovTech,

 GovTech (Singapore) 
@GovTechSG

#GovTechIsHiring: Join our Technology Associate Programme (TAP) - a two-year leadership programme designed for fresh graduates to develop technical competencies and professional skills. Apply at [go.gov.sg/hjotw-tw09!](https://go.gov.sg/hjotw-tw09)

(Visit go.gov.sg/govtechjobs for more jobs.)



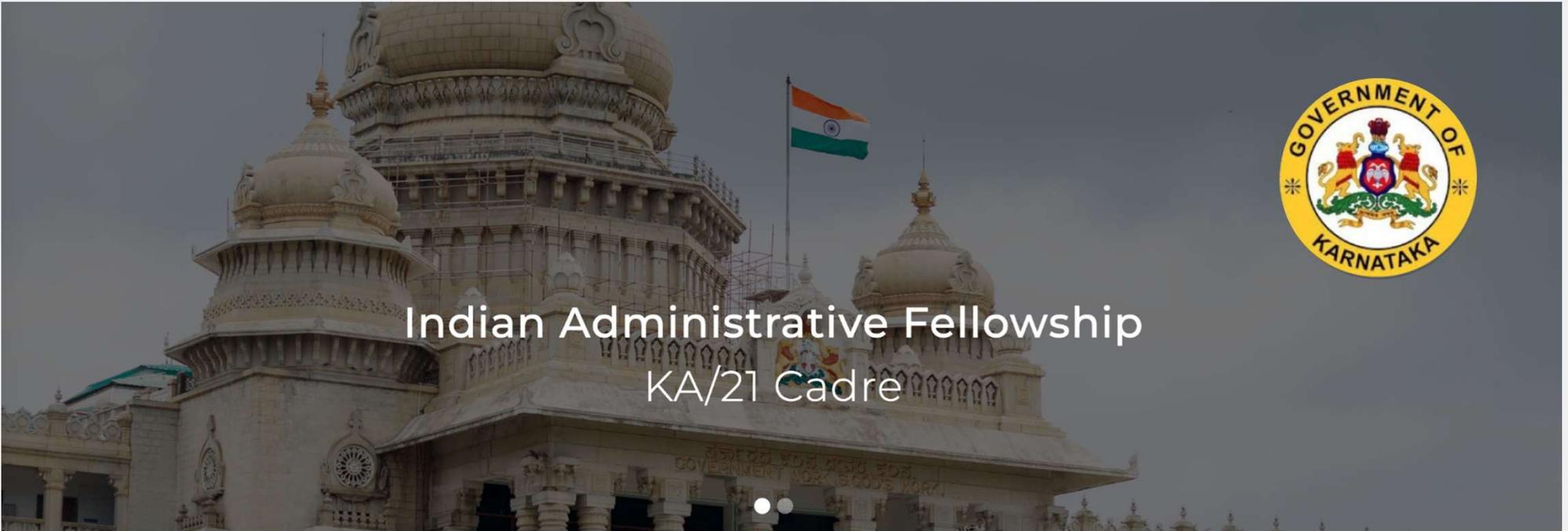
HOT JOB of the week!
21 June 2021

Technology Associate

Education Development - Cyber Security
Data Science & Artificial Intelligence
Sensors & Internet of Things

#GovTechIsHiring

1:00 PM · Jun 21, 2021 · Twitter Web App



Indian Administrative Fellowship KA/21 Cadre



a program for professionals in leadership positions to stimulate systems change by driving large scale government projects through power of the state administrative ecosystem.



Tarun Davuluri

Mar 11, 2019 · 5 min read · [Listen](#)



Embracing my experience as an Innovation fellow — What TSIC taught me being an Innovation fellow in this one year

I was among the 6 individuals selected by Telangana State Innovation Cell, for a unique and transformational experience of joining the founding cohort of Government of Telangana Fellowship. I remember the day when I had to choose between a well-paid job viz a viz a change inducing fellowship. I chose interest over necessity. This catalytic journey taught me valuable lessons in mobilizing my state's innovation ecosystem, embracing diverse global perspectives, and enabling Startups/innovators to leapfrog barriers and create groundbreaking impact.



Example

 TBS Canada 
@TBS_Canada

Have you heard of [@FreeAgentLibre](#)? It offers public servants the freedom to select work that matches their skills & interests, and allows them to make contributions that they find meaningful. We've launched the pilot at TBS! [#GCAgents](#)



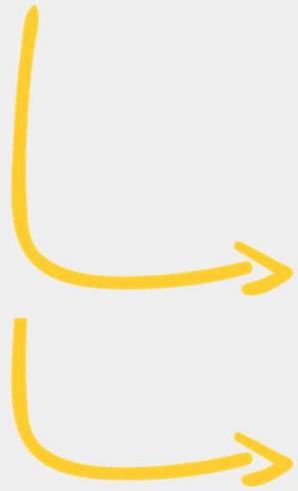
Canada's
Free Agents

Improved **talent** mobility
Accelerated **skills** development
Increased **innovation** capacity

 Government of Canada / Gouvernement du Canada



Challenge: rigid career frameworks do not attract digital talent.



Good practice: explore new hiring mechanisms, and redesign your environment and culture.

Example



A supportive working environment consists in:

- **Minimal hierarchy**, allowing for quick decision making

“We empower people to make good decisions.

Our goal is to maximize the amount of effective brain power we have solving problems. This means **organizing for creativity and autonomy more than command and control.** Our organisation’s and managers’ role is to facilitate learning, provide resources, and help clear blockers that people face. We trust people to become experts in their area of focus, and give them autonomy to decide how to maximise impact in their work.”

Singapore Open Government Products website

A supportive working environment consists in:

- **Minimal hierarchy**, allowing for quick decision making
- **Flexibility** in ways of working and communicating

A supportive working environment consists in:

- **Minimal hierarchy**, allowing for quick decision making
- **Flexibility** in ways of working and communicating
- **Modern tools**

A supportive working environment consists in:

- **Minimal hierarchy**, allowing for quick decision making
- **Flexibility** in ways of working and communicating
- **Modern tools**
- **Open-plan workspaces** that foster collaboration

Example

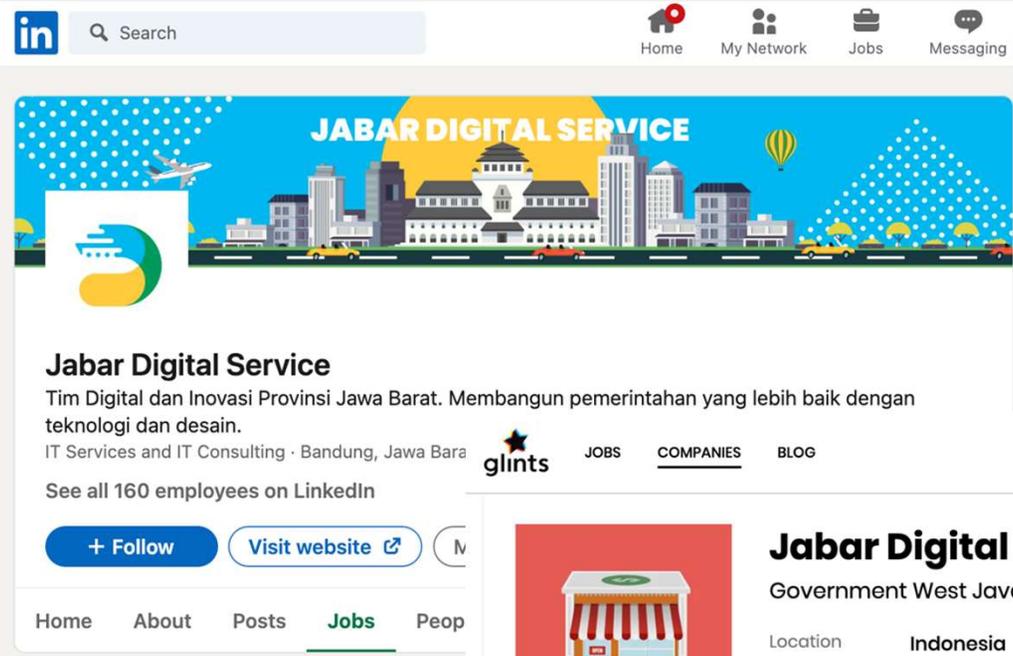


Challenge: hard-to-find and traditional job ads don't attract digital talents.



Good practice: be creative in advertising job opportunities.

Example



Jabar Digital Service
Tim Digital dan Inovasi Provinsi Jawa Barat. Membangun pemerintahan yang lebih baik dengan teknologi dan desain.
IT Services and IT Consulting · Bandung, Jawa Bara

See all 160 employees on LinkedIn

[+ Follow](#) [Visit website](#)

Home About Posts **Jobs** Peop



txtdaritadi @fauzanmrabbani · Dec 20, 2021
Jabar Digital Service (JDS) is hiring!!!

Izin share loker min @hrdbacot @apamungkasa #lokercot #LokerPam



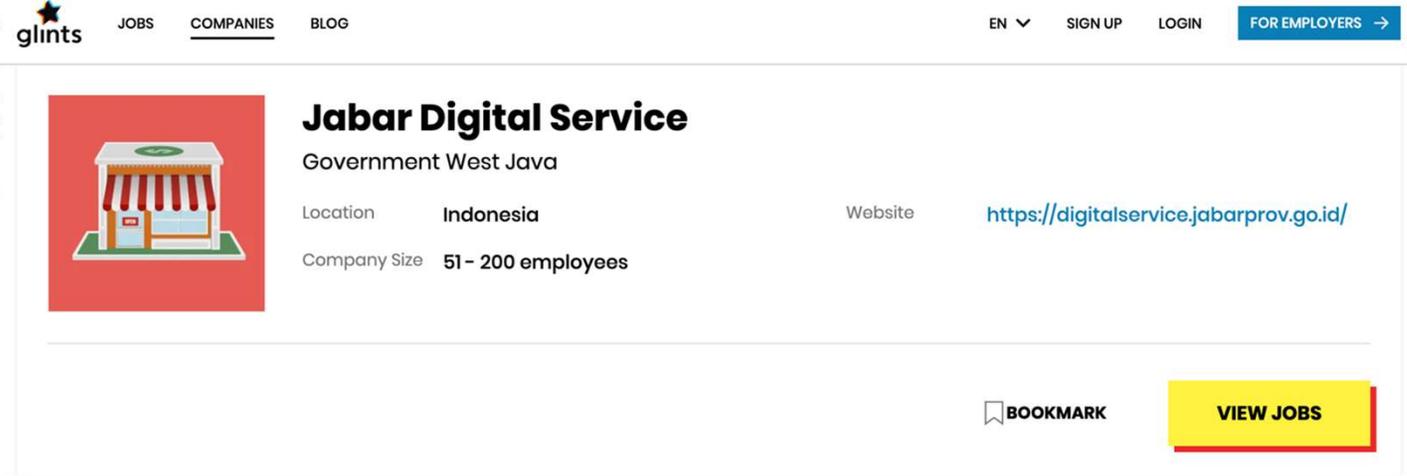
Apakah berkarir di JDS adalah impianmu?
Gabung dan ciptakan perubahan buat Jawa Barat bareng JDS!

Kami butuh kamu!
Segera daftar untuk isi posisi berikut:

- Business Analyst
- Business Development
- Business Process Management
- Customer Support
- Customer Success
- Data Analyst
- Design
- Frontend Developer
- Fullstack Developer
- HR
- Marketing
- Product Manager
- QA
- UI/UX Designer
- UI Developer
- Product Designer

Selengkapnya di: digitalservice.jabarprov.go.id/karir

21 67 211



glints JOBS COMPANIES BLOG

Jabar Digital Service
Government West Java

Location **Indonesia** Website <https://digitalservice.jabarprov.go.id/>

Company Size **51 - 200 employees**

[BOOKMARK](#) [VIEW JOBS](#)

What is it like to work at JDS?



Work with leaders who drive innovation



Building a legacy for the region, a legacy for the nation



Bringing startup culture to the realm of Government



Skill acceleration, bring a lot of changes



I never imagined that working in a government institution could be this much fun and challenging. Innovating at JDS made me realize how the efficiency of a product, whether a policy or a public service, can depend on data! JDS shows that smart governance is not just a matter of technology but is a process.

Dita Widy Amalya, S.Si.
Data Analytics Manager

“We use technology to improve the lives of everyday Singaporeans – tackling real-world problems of transport, housing, security, healthcare, and the environment. We are working hard every day to design and build solutions that will make a difference to the citizens and businesses. It thrills us to know that our work can impact lives.

We need people who share the same excitement and passion – individuals who are excited about building the Government Tech Stack, and developing meaningful products, platforms, and solutions for the public good.”

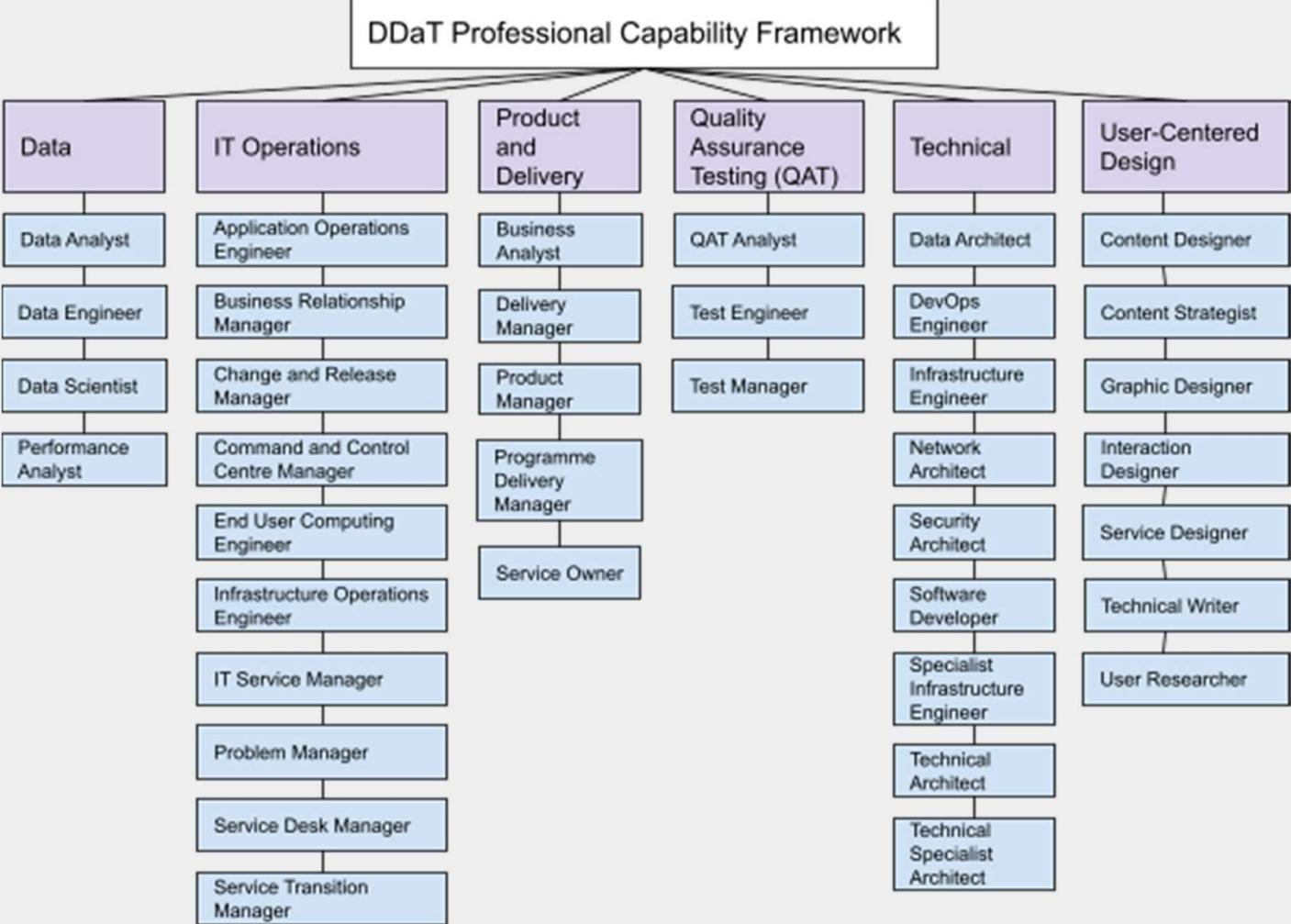
Singapore GovTech careers page

Challenge: governments can struggle to match the right talent to the right problem.



Good practice: develop specialist career progression frameworks.

Example



Example

Associate user researcher

As a trainee in an entry-level role, working with researchers, you will need to have an understanding of user research activities. At this level, you will be expected to work independently on a team.

Skills needed for this role

- **Analysis and synthesis.** You know about the data to produce clear findings. (Relevant skill level: awareness)
- **Inclusive research.** You have some awareness of government services and the need to make them accessible for everyone. (Relevant skill level: awareness)
- **Research skills.** You have some understanding of research methods. (Relevant skill level: awareness)
- **Society and technology.** You are aware of the context for government services. You understand users' life and work for design services. (Relevant skill level: awareness)
- **Strategic insight.** You are aware of the need to support decision-making and team goals to support decision-making and team goals. (Relevant skill level: awareness)
- **Technical understanding.** You have some knowledge of roles within a digital team. (Relevant skill level: awareness)
- **User-centred and agile practices.** You have some understanding of service design and delivery practice awareness.

Junior user researcher

A junior user researcher is embedded in a multidisciplinary team and responsible for planning and carrying out user research activities. At this level, you will be expected to work independently on a team.

- have some practical experience but need regular supervision to produce your best work and develop your skills
- work in combination with a more senior user researcher

Skills needed for this role

- **Analysis and synthesis.** You understand how to analyse research data and synthesis of findings to involve your team in analysis and synthesis. You can work with colleagues to understand and use. (Relevant skill level: awareness)
- **Inclusive research.** You have some awareness of government services and the need to make them accessible for everyone. (Relevant skill level: awareness)
- **Research skills.** You understand and have experience of research methods. You know when to use them correctly. You know how to involve your team. (Relevant skill level: working)
- **Society and technology.** You are aware of the context for government services. You understand users' life and work for design services. (Relevant skill level: awareness)
- **Strategic insight.** You are aware of the need to support decision-making and team goals to support decision-making and team goals. (Relevant skill level: awareness)
- **Technical understanding.** You have some knowledge of roles within a digital team. (Relevant skill level: awareness)
- **User-centred and agile practices.** You have some understanding of service design and delivery practices. (Relevant skill level: awareness)

User researcher

A user researcher is usually embedded in a multidisciplinary team and responsible for planning and carrying out user research activities. At this level, you will be expected to work independently on a team.

Skills needed for this role

- **Analysis and synthesis.** You understand how to analyse research data and synthesis of findings to involve your team in analysis and synthesis. You can work with colleagues to understand and use. (Relevant skill level: awareness)
- **Inclusive research.** You understand the diversity of government services and the need to make services usable for all. You can work with colleagues to include many research activities. (Relevant skill level: working)
- **Research skills.** You understand and have experience of research methods. You know when to use them correctly. You know how to involve your team. (Relevant skill level: working)
- **Society and technology.** You understand the context for government services. You can align your team to understand changing user behaviour. (Relevant skill level: working)
- **Strategic insight.** You understand what problems to solve. You can align user research activities to support decision-making and team goals. (Relevant skill level: working)
- **Technical understanding.** You have some knowledge of roles within a digital team. (Relevant skill level: awareness)
- **User-centred and agile practices.** You understand and have experience of service design and delivery practices. (Relevant skill level: working)

Senior user researcher

A senior user researcher is an experienced practitioner who leads user research activities in larger teams and on a national or international scale. At this level, you will be expected to work independently on a team.

- build user-centred practices in new teams
- align user research activities with wider plans to improve services
- supervise and develop other user researchers to support research practice

Skills needed for this role

- **Analysis and synthesis.** You understand and can apply methods to analyse research data and synthesis of findings to engage sceptical colleagues in analysis and synthesis. You can advise on choice and application of techniques, and colleagues' findings to assure best practice. (Relevant skill level: practitioner)
- **Inclusive research.** You can help teams understand the diversity of government services. You know how to include appropriate research activities. You can advocate and help teams design and deliver accessible services. (Relevant skill level: practitioner)
- **Research skills.** You have experience of, and can apply, a range of user research methods. You can plan user research with challenging user needs and complex user jobs. You can advise on the choice and application of research methods. (Relevant skill level: practitioner)
- **Society and technology.** You understand the social context for government services. You can align your team to understand changing user behaviour. (Relevant skill level: practitioner)
- **Strategic insight.** You understand what problems to solve. You can align user research activities to support decision-making and team goals. (Relevant skill level: working)

Lead user researcher

A lead user researcher is an expert practitioner, leading research activities across several teams. At this level, you will be expected to work independently on a team.

- ensure that teams take a user-centred, evidence-based design and delivery
- develop and assure good user research practice

Skills needed for this role

- **Analysis and synthesis.** You can help an organisation to analyse research data and synthesis of findings to engage sceptical colleagues in analysis and synthesis. You know how to continually assure, improve and innovate their practices to generate clear and valuable findings. (Relevant skill level: expert)
- **Inclusive research.** You can help teams understand the diversity of government services. You know how to include appropriate research activities. You can advocate and help teams design and deliver accessible services. (Relevant skill level: practitioner)
- **Research skills.** You can help an organisation to apply a range of user research methods. You can lead a community of practice to continually assure, improve and innovate their user research. (Relevant skill level: expert)
- **Society and technology.** You can help teams understand how digital technology is changing user behaviour, and the challenges and opportunities for design and delivery of government services. (Relevant skill level: practitioner)
- **Strategic insight.** You understand organisational strategy and objectives. You can align research activities across teams to support decision-making and team goals. (Relevant skill level: practitioner)
- **Technical understanding.** You know about the technologies used to build and operate digital services. You can collaborate with colleagues across different digital disciplines. (Relevant skill level: practitioner)
- **User-centred and agile practices.** You understand and have experience of a range of user-centred and agile approaches. You can help government organisations adopt user-centred practices and embed them in their service design and delivery. (Relevant skill level: practitioner)

Head of user research

A head of user research leads user researchers in an organisation and attracts and builds talent. At this level, you will be expected to be an expert practitioner who can define and assure best practice, influence organisational strategy and priorities, and collaborate with colleagues across government.

Skills needed for this role

- **Analysis and synthesis.** You can help an organisation to analyse research data and synthesis of findings to engage sceptical colleagues in analysis and synthesis. You know how to continually assure, improve and innovate their practices to generate clear and valuable findings. (Relevant skill level: expert)
- **Inclusive research.** You can help organisations understand the diversity of users of government services. You know how to guide organisations to adopt inclusive practices and apply what they learn to design and deliver accessible services that work for all users. (Relevant skill level: expert)
- **Research skills.** You can help an organisation to apply a wide range of user research methods. You can lead a community of practice to help an organisation continually assure, improve and innovate their user research. (Relevant skill level: expert)
- **Society and technology.** You can align user research activities to help the organisation understand changing user behaviour, and the challenges and opportunities for government policy and service proposition. (Relevant skill level: expert)
- **Strategic insight.** You understand organisational strategy and objectives. You can align research activities across the organisation to create strategic insights. You can align wider research activities at departmental and cross-government level. (Relevant skill level: expert)
- **Technical understanding.** You know about the technologies used to build and operate digital services. You can collaborate closely with colleagues in different digital disciplines. (Relevant skill level: practitioner)
- **User-centred and agile practices.** You understand and have extensive experience of a range of user-centred and agile approaches. You can help government organisations adopt user-centred practices and embed them in their service design and delivery. (Relevant skill level: practitioner)

Example

1. ICT Infrastructure	2. Applications Infrastructure	3. Applications Development	4. Applications Management
<ul style="list-style-type: none"> Infrastructure Engineer Infrastructure Architect 	<ul style="list-style-type: none"> App Infra Engineer App Infra Architect App Infra Manager 	<ul style="list-style-type: none"> Software Engineer DevOps Engineer Quality Engineer Delivery Manager UX Designer 	<ul style="list-style-type: none"> Digital Services Manager Digital Business Analysts Solution Architect Project Manager (Agile)
5. Technology Management	6. Product Management	7. Data Science & AI	8. Modelling & Simulations <small>coming soon</small>
<ul style="list-style-type: none"> CIO 	<ul style="list-style-type: none"> Engagement Manager Product Manager 	<ul style="list-style-type: none"> Data Engineer Computational Scientist Quantitative Analyst AI Engineer 	<ul style="list-style-type: none"> Geospatial Info Sys Architect Interactive Digital Media (AV/VR) Engineer Modelling & Simulation Engineer
9. Sensors & Internet of Things <small>coming soon</small>	10. Cybersecurity	Others	
<ul style="list-style-type: none"> Embedded Engineer Systems Engineer Robotics Engineer R&D Engineer 	<ul style="list-style-type: none"> CISO Cybersecurity Engineer Cybersecurity Policy Developer Red Team Engineer 	<ul style="list-style-type: none"> Public Service Leaders Public Service Officers 	



Strengthening Digital Capabilities to Enhance Public Service Delivery

[Read the Press Release](#)



- 01. Learning Festival
- 02. The Digital Academy
- 03. Press Release

The first 'Practitioner for Practitioner' academy with ICT programmes contextualised for the public service.

Established by GovTech for the Whole Of Government.

Alongside these hiring tactics, governments need to invest in more long-term plans to strengthen their national digital talent pipeline.

1. Hiring and retaining digital talent

- 2. Procuring digital products and services**

3. Securing funding for digital

4. Addressing legislative and regulatory barriers

5. Driving the internal adoption of new digital services

In 2018, money spent on public procurement was equivalent to 12% of the gross world product.



15-min group discussion

Have you ever experienced challenges with procurement, and particularly the procurement of digital services or products?

Challenge: drafting tenders for digital services and products can be hard.

This is often due to:

- A lack of in-house **digital skills**
- Procurement and digital service teams working in **silos**
- Traditional procurement **practices**

Challenge: drafting tenders for digital services and products can be hard.



Good practice: include procurement people in service teams.

Don't tell suppliers what you need, tell them what the **problem** is you are trying to solve.

Challenge: long procurement procedures can slow down digital service projects.

Challenge: long procurement procedures can slow down digital service projects.



Good practice: through framework agreements, build **networks of trusted service providers.**

 **GOV.UK** Digital Marketplace
Guidance Help Log in

BETA Help us improve the Digital Marketplace - [send your feedback](#)

[Digital Marketplace](#) > [Supplier opportunities](#) > Digital specialists

Digital Outcomes and Specialists opportunities

View buyer requirements for digital outcomes, digital specialists and user research participants.

Q

Choose a category

[All categories](#)

[Digital outcomes \(2767\)](#)

Digital specialists (2011)

[User research participants \(107\)](#)

Apply filters [Clear filters](#)

- v Status

- v Location

- v Specialist role

Opportunity data

2011

results found in **Digital specialists**

[CPM Senior Technical Architect](#)

Royal Navy - MoD
South East England

Digital specialists - Technical architect
 Published: Thursday 31 March 2022
 Deadline for asking questions: Monday 4 April 2022
 Closing: Thursday 7 April 2022

Technical Architectural support across a full spectrum of digital programmes and projects delivering digital outcomes that enable current and future information based capabilities supporting Navy Command Information, MoD and HMG defence and national security outputs.

[CPM Command Systems Programme Manager](#)

Royal Navy - MoD
South East England

Digital specialists - Programme manager
 Published: Thursday 31 March 2022
 Deadline for asking questions: Monday 4 April 2022

Challenge: after a contract is signed, traditional procurement rarely offers flexibility.

Challenge: after a contract is signed, traditional procurement rarely offers flexibility.



Good practice: break down large contracts into small lots.

1. Hiring and retaining digital talent
2. Procuring digital products and services
- 3. Securing funding for digital**
4. Addressing legislative and regulatory barriers
5. Driving the internal adoption of new digital services



15-min group discussion

How do digital projects get funded in your organisation?

What are the pros and cons of such a funding model?

Government spending in digital transformation has increased, but so have needs.

Challenge: making the case for funding digital initiatives is hard.

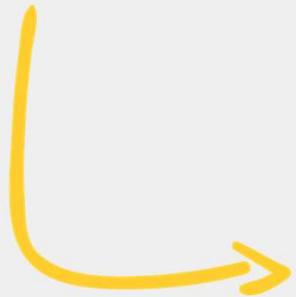
Challenge: making the case for funding digital initiatives is hard.



Good practice: develop a **balanced portfolio** of projects with measurable short and long-term impacts.

Challenge: traditional funding models do not support the delivery of digital services.

Challenge: traditional funding models do not support the delivery of digital services.



Good practice: fund less, more often.

Challenge: investing in projects does not allow for a sustainable transformation.

Challenge: investing in projects does not allow for a sustainable transformation.



Good practice: fund and empower digital teams, not projects.

Budget
Autonomy
Mandate





Government
of Canada

Gouvernement
du Canada

Canadian Digital Service

The Canadian Digital Service was established in 2017 to design and deliver digital government services. During the pandemic, its services and expertise were more vital than ever. It launched the COVID Alert App, used by more than 6 million people in Canada and providing over 26,000 exposure notifications, helping to prevent tens of thousands of possible outbreaks in our communities. It also accelerated the development of GC Notify, a platform to provide vital email and text messaging services for an array of COVID-19 services, showcasing how effective design and delivery can serve Canadians. To make sure that the Canadian Digital Service can meet the growing needs of Canadians and Canadian businesses:

- ➔ Budget 2021 proposes to provide \$88 million over four years, starting in 2022-23, and \$25.8 million ongoing, to the Treasury Board of Canada Secretariat to renew and expand the capacity of the Canadian Digital Service and further improve how the government delivers digital services to Canadians.

Budget
Autonomy
Mandate



[Blog](#)

What GDS is for

[Stephen Foreshow-Cain](#), 29 June 2016 - [GDS team](#)



We need to have a cross-government perspective on everything we do. GDS exists to help tie all that together.

GDS doesn't claim to know every department's users or their user needs, but we do claim to be experts in one thing: digital. Our job is to help everyone in government do the right things, in the right ways, to the right standards.



1 Transform MAMPU to better drive digitalisation and respond to rapidly evolving digital technologies

OBJECTIVE

- Position MAMPU as the sole agency to drive public sector digital transformation
- Review and streamline MAMPU’s roles and functions to drive the adoption and execution of the national digital agenda in the public sector
- Strengthen MAMPU’s capacity and capability to facilitate effective change management

DESCRIPTION OF INITIATIVE

- This initiative aims to strengthen MAMPU’s role in designing nationwide systems for both Federal and state governments, to better drive digitalisation
- MAMPU to drive new capabilities and existing strategies in ministries and agencies that go beyond IT implementation, including embracing change
- MAMPU to be granted a greater mandate in enforcement and to act as an advisor, project member or subject matter expert on nationwide digital-related projects

OUTCOME

- The sole agency responsible for pushing forward the public sector digital transformation agenda
- Ministries and agencies have new capabilities to harness 4IR and digital technologies towards becoming an agile and data-driven government

Timeline: Phase 1 (2021 - 2022)

LEAD	TARGET
MAMPU	Transformation of MAMPU with augmented roles and functions by 2022

1. Hiring and retaining digital talent
2. Procuring digital products and services
3. Securing funding for digital
- 4. Addressing legislative and regulatory barriers**
5. Driving the internal adoption of new digital services



15-min group discussion

Has legislation or regulation ever prevented your or your team from completing a digital project?

The pace of technology progress is much faster than the pace of legislative and regulatory change.

Challenge: existing legislation and regulation can prevent efficient digital service delivery.

Challenge: existing legislation and regulation can prevent efficient digital service delivery.



Good practice: identify what needs to be changed.

Example

The screenshot shows the top navigation bar with links for Home, About, How it Works, FAQs, News, and Contact Us. Below the navigation is a search bar with the text "Enter search terms" and a "Go" button. The main header features a large red arrow pointing right, with a hand reaching up from behind it. A green circular logo on the left contains the text "RED TAPE CHALLENGE". Below the header are three green buttons: "Our announcement", "Challenge results", and "RTC Themes".

Topics

- Home
- About Red Tape Challenge
- News & Updates
- How Red Tape Challenge works
- FAQs on the Red Tape Challenge
- Comment on Current Spotlights
- Contact Us

How it Works

```
graph LR; A[Theme Launch] --> B[You Comment]; B --> C[Department Proposals]; C --> D[Star Chamber]; D --> E[Reducing Regulation Committee]; E --> F[Implementation Begins]
```

Download a 'Decision Map' of the Red Tape Challenge process [here](#), and see how the process works!

The site was designed to promote open discussion of how the aims of existing regulation can be fulfilled in the least burdensome way possible. We drew upon the experience and ideas of those who deal with regulation day-in, day-out by collecting online comments to help us cut red tape. The comment phase for each theme has now ended, and we are implementing a package of over 3,000 reforms to cut regulatory red tape.

over 17 million changes to address and vehicle details will be possible online



DUE IN 2014/15



over 1 million transactions to put a number plate on a vehicle will be possible online rather than by paper

DUE IN 2014/15

600,000 more people can now tax their car online because of changes to insurance checks

DELIVERED 2013

33 million drivers will no longer need a paper counterpart to the driving licence

DUE IN 2014/15



36 million vehicles will no longer need a paper tax disc

DUE IN 2014

Red rules are rules that cannot be broken.

They are there to **protect users.**

Blue rules are simply **habits and customs.**

Challenge: existing legislation and regulation can prevent efficient digital service delivery.



Good practice: identify what needs to be changed, and involve legal experts in digital service teams.

“We set some time aside and went through the service in some detail.

It was a game changer.

This opened up a direct line of contact, where we could work with a mutual understanding of the challenges.”

Pete Herlihy, Product Manager



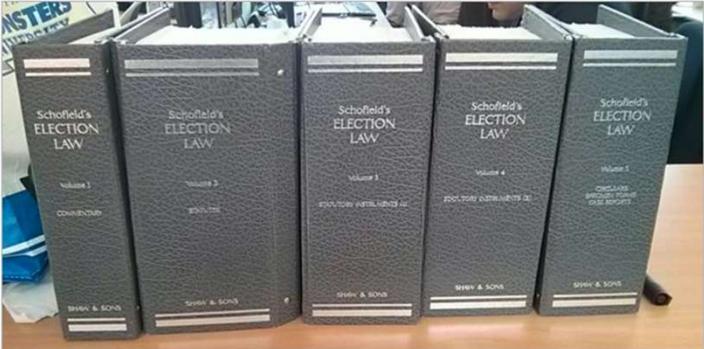
Blog

Government Digital Service

Organisations: [Government Digital Service](#), [Cabinet Office](#)

I fought the law and the users won: delivering online voter registration

[Pete Herlihy - former Lead Product Manager for GOV.UK Notify, Government Digital Service](#), 20 June 2014 - [GOV.UK, Transformation](#)



Legislation and regulation are not always blockers. They can also enable digital transformation.

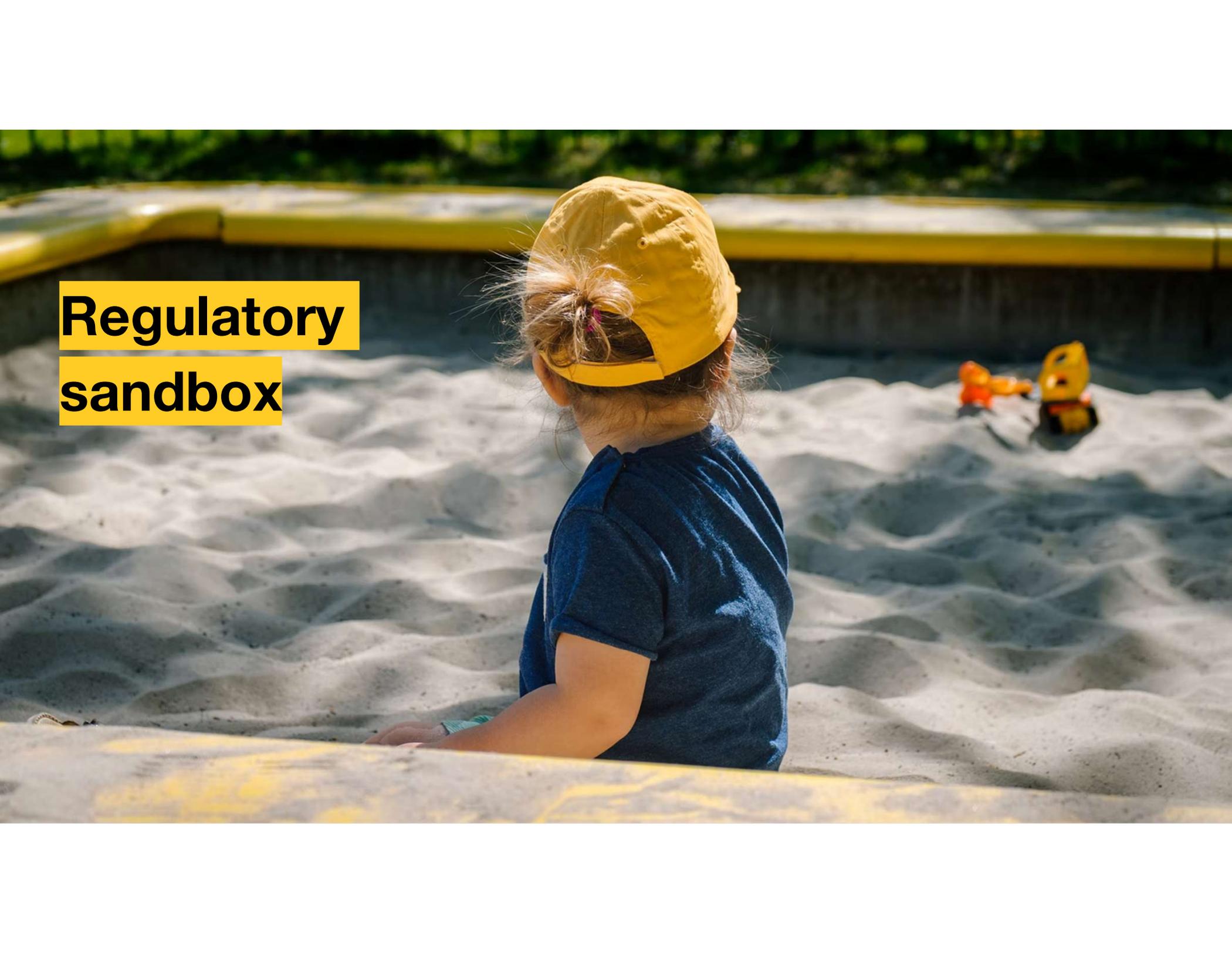
Estonia Public Information Act:
“**Establishment of separate databases for the collection of the same data is prohibited.**”

Challenge: a lack of regulation can prevent the use of new technology.

Challenge: a lack of regulation can prevent the use of new technology.



Good practice: adopt an agile approach to regulation.

A young child with blonde hair, wearing a blue t-shirt and a yellow baseball cap, is sitting in a sandbox. The child is viewed from the side and back. The sandbox is filled with light-colored sand and has a yellow border. In the background, there are some colorful toys, including a yellow and orange one. The scene is outdoors with green foliage in the background.

**Regulatory
sandbox**

Bestway takes part in Home Office age verification tech trials

By Alice Leader | 21 February 2022 | undefined



Source: Bestway
It will run until May across three Bestway Retail stores in Leeds

“There is normally significant room for manoeuvre in legislation.

If the **political intent** is there; you can make the change.”

Professor Andrew Massey, King's College International
School of Government

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2. Procuring digital products and services
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15-min group discussion

Have you ever encountered a situation where civil servants showed reluctance to digital change? Why were they reluctant to change?

Challenge: civil servants may struggle to use digital services due to a lack of ownership.

Challenge: civil servants may struggle to use digital services due to a lack of ownership.



Good practice: involve civil servants in the development of digital services.

Challenge: civil servants may struggle to use digital services due to a lack of skills.

Challenge: civil servants may struggle to use digital services due to a lack of skills.



Good practice: invest time in change management.

change management \neq technical
training

Challenge: civil servants may struggle to use digital services due to a lack of incentive.

Challenge: civil servants may struggle to use digital services due to a lack of incentive.



Good practice: ask leaders to show the example.

Example



Photo of the President of Argentina Macri showing his digital driving license in 2018

Example

 **Tweet**

 **Judiciary of Rwanda** @RwandaJudiciary 

From today, online payment is possible with visa and master cards for any service rendered by the Judiciary (courts) of Rwanda. This is additional to mobile money and banking system already operational from long [@Rwanda_Justice](#); [@rbarwanda](#); [@Rwanda_Bar](#); [@NewTimesRwanda](#)

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 **Busingye Johnston**  @BusingyeJohns · Mar 12, 2019 

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Digital justice delivery. Now you pay, file, track, update, receive feedback on your case, correspond with the court and your litigation opponent... in all courts, from any connected place on the globe, all online. Full automation is in sight.

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Hiring and retaining digital talent

Challenges

Rigid career frameworks

Hard-to-find and traditional job ads

Matching the right talent to the right problem

Good practices

New hiring routes

Redesigned environment and culture

Creative job advertising

Specialist career progression frameworks

Procuring digital products/services

Challenges

Drafting good tender documents

Long procurement procedures

Little flexibility in contract management

Good practices

Multidisciplinary teams with procurement experts

Framework agreements and networks of trusted providers

Large contracts broken down into small lots

Securing funding for digital

Challenges

Making the case for funding

Traditional funding models

Projects' sustainability

Good practices

Balanced portfolio of projects with measurable short and long-term impacts

Fund less, more often

Fund and empower digital teams, not projects

Legislative and regulatory barriers

Challenges

Laws made before the digital age

Lack of regulation in new tech areas

Good practices

Identify what needs to be changed

Involve legal experts in digital service teams

Adopt an agile approach to regulation

Internal adoption of digital service

Challenges

Lack of ownership

Lack of skills

Lack of incentive

Good practices

Involve civil servants in the development of new digital services

Invest time in change management

Ask leaders to show the example

Thank you!



ASIA AND THE PACIFIC

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