



# Module #7 - Navigating barriers to digital government

## Digital Transformation Learning Modules

Time	Slide #	Script (text and actions)
<b>Navigating barriers to digital government (206:20)</b>		
<b>Introduction (02:05)</b>		
00:15	1 	<b>Share screen.</b> Welcome everyone, and thanks for attending today's session.
00:30	2 	I'd like to remind everyone of a few Zoom house rules: <ul style="list-style-type: none"> <li>● Make sure your name is displayed</li> <li>● Keep your video on unless you have connectivity issues</li> <li>● Mute if you're not speaking</li> <li>● Don't hesitate to ask questions by raising your hand or using the chat. We want to make this session as interactive as possible to give you the opportunity to trigger conversations that you may wish to</li> </ul>



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		continue after this programme ends.
00:15	3 	In today's session we'll go through some of the main barriers that can slow down digital transformation in government.
00:25	4 	At the end of the session, you should: <ul style="list-style-type: none"> <li>• Have a clear understanding of the most common barriers to digital transformation in government, and</li> <li>• Be aware of some good practices that government organisations can use to address these barriers.</li> </ul>
00:40	5 	The 5 main barriers we'll cover today are: <ul style="list-style-type: none"> <li>• Hiring and retaining digital talent</li> <li>• Procuring digital products and services</li> <li>• Securing funding for digital</li> <li>• Addressing legislative and regulatory barriers</li> <li>• Driving the internal adoption of new digital services</li> </ul> <p>These 5 challenges are not the only ones that governments face, it's not an exhaustive list. We've shortlisted them because they are very common, and their impact can be significant.</p>
<b>1. Hiring and retaining digital talent (51:45)</b>		
00:30	6	Let's start this session by looking at the difficulties that governments face when trying to hire digital talent, and what they can do about it. But before doing so, I'd like to invite you all to reflect on this topic, based on your



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		experience.
15:00	7 	<b>Group discussion</b>  What are your organisation's biggest challenges regarding digital talent?
02:05	8 	<p>It is hard for all organisations - either public or private - to hire digital talent. There's a high demand for such talent, which keeps growing, and at an even higher pace now that the covid-19 crisis has highlighted the importance of digital. This is true both for Silicon Valley type areas, where the demand for digital talent is huge, and for areas where there's less demand, but also a smaller digital talent pool. This is particularly the case of low and middle income countries, where internet penetration rates have been historically smaller. It takes time for the labour market to adapt, and create training opportunities to support the creation of a larger digital talent pool.</p> <p>Because the digital talent pool has not been growing at the same pace as the demand for talent, there's high competition both for hiring and retaining talent.</p> <p>The consultancy Korn Ferry estimates that by 2030, there will be a shortage of 47 million tech talent. In Southeast Asia, 70% of tech hiring managers already say it takes more than 3 months to fill an open tech position on their team.</p> <p><a href="https://fortune.com/2021/05/27/asia-digital-skills-gap-singapore-training/">https://fortune.com/2021/05/27/asia-digital-skills-gap-singapore-training/</a>  <a href="https://focus.kornferry.com/leadership-and-talent/potential-talent-deficit-of-47-million-workers-in-the-apac-could-threaten-business-growth/">https://focus.kornferry.com/leadership-and-talent/potential-talent-deficit-of-47-million-workers-in-the-apac-could-threaten-business-growth/</a></p>



03:15	9 	<p>It's difficult for all types of organisations to hire and retain digital talent, but especially for governments, which often share some common specific challenges, such as:</p> <ul style="list-style-type: none"> <li>● <b>Budget constraints and salary ceilings:</b> it's hard for governments to offer digital talent the same level of salary as they could get in a private organisation. This can be because of budget constraints but most often because of salary bands, which can be difficult to challenge. Some government organisations manage to get salary derogations for specific digital roles, others create non-profit entities with more autonomy on salary decisions.</li> <li>● <b>Rigid career frameworks:</b> in many government organisations, the opportunities for promotions do not only rely on civil servants' merit, skills and achievements, but on their seniority or diploma. This is not very attractive to young professionals with digital skills who're keen to show what they're capable of and gain responsibilities accordingly.</li> <li>● <b>Hard-to-find and traditional job ads</b> don't attract the young and digitally skilled.</li> <li>● <b>Difficulties to match the right talent with the right problem:</b> when they lack in-house digital experts, it can be hard for governments to understand where to start, and draft job descriptions for digital positions that actually suit their needs. Failing to match the right talent to the right problem only creates frustration from the new recruits, and inefficiency at the organisation level.</li> </ul> <p>Yet, this does not mean that hiring digital talent is impossible for government organisations. There are actually plenty of other dimensions to which candidates pay attention, that can convince them to join the public sector or not. In this first section, we'll explore some of the levers that governments can use to attract and retain talent, and how some of them have used these levers.</p>
01:05	10	<p>First, government organisations can explore new and non-conventional hiring routes, which make salary ceilings and rigid career development less relevant. This is for example the case of short-term contracts. Short-</p>



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		<p>term contracts may attract young or expert digital talent who are looking for an experience in the public sector, because they want to work on projects that create public value, and make a difference in people's lives. For this, they may be ready to accept a salary cut for a few years.</p>
03:35	<p>11</p>	<p>GovTech, Singapore's digital service team, understood this. They developed 2 hiring frameworks for short-term placements: a fellowship programme, and a graduate programme.</p> <p>Singapore's <b>Smart National Fellowship programme</b> is for digital experts such as data scientists, software developers, designers or researchers who'd like to work on a specific government project for a period of 3 to 6 months, either full time or part time. The programme started in 2016, and targeted primarily Singaporeans working overseas. On the left, you can see the blog post of one Fellow Alumni, Gregor Hohpe. Gregor Hohpe, a graduate from Stanford University, was working as Technical Director at Google, before joining GovTech Singapore. In this blog post, he reflects on his experience at GovTech Singapore, which he particularly enjoyed. He wrote: "Over the course of my daily work, I worked with top-notch software developers, inspiring leaders, and caring managers". Another Fellow, Wang Zhen, who was working in San Francisco before joining GovTech Fellowship programme in Singapore in 2020, ended up joining GovTech as a full-time employee. Although this is more the exception than the rule, it shows that working in the public sector can be attractive to digital talent. Singapore's Fellowship programme has allowed the GovTech team to gain valuable support and expertise from industry practitioners, and to gain in visibility and attractiveness thanks to good media exposure.</p> <p>These types of programmes are great to attract talent for a short period of time. But they're not perfect, they have their downsides. Short-term tours of duty can create a lot of churn. People don't stay long in their role. This turnover doesn't make it easy to transfer knowledge, and requires a very smooth onboarding programme</p>



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		<p>to get new recruits up to speed quickly.</p> <p>GovTech Singapore also offers temporary work placements, but this time to young graduates, through a <b>Technology Associate Programme (TAP)</b>. The TAP is a 2-year programme in application development, cyber security, sensors and IoT, data science and ICT infrastructure. Its goal is to develop the technical competencies and skills of Singaporean graduates and groom them into becoming leaders of the country's digital transformation.</p> <p><a href="https://www.linkedin.com/pulse/builder-smarter-nation-concluding-my-fellowship-gregor-hohpe/">https://www.linkedin.com/pulse/builder-smarter-nation-concluding-my-fellowship-gregor-hohpe/</a>  <a href="https://www.timeshighereducation.com/hub/p/silicon-valley-govtechie-why-one-smart-nation-fellow-joined-public-service">https://www.timeshighereducation.com/hub/p/silicon-valley-govtechie-why-one-smart-nation-fellow-joined-public-service</a></p>
02:05	<p>12</p> 	<p>In partnership with the Nudge Institute, the state of Karnataka in India has also developed a Fellowship programme to attract talent from the private sector. It's called the Indian Administrative Fellowship. The programme is open to corporate executives and leaders who are willing to bring their strategic insights, entrepreneurial drive and capability to bring solutions for critical problems in the public sector. The programme lasts for a period of 18 months, divided into 3 phases: an immersion phase where the corporate leader gets to understand the administrative context, an implementation phase where they execute a project, and a transition phase where they make sure the project is integrated into the department.</p> <p>To make sure the Fellows are actually empowered to drive change, each Fellow is paired with a Principal Secretary from the state government. Although they receive some financial retribution for their work, Fellows are not attracted by the pay, but rather by the impact they can have on people's lives. They also benefit from access to training and mentorship. For those who wish, it can also be a way to transition to the development sector.</p>



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01:20	<p>13</p> 	<p>In India, the state of Telangana has an innovation team called TSIC. They also have a paid fellowship programme to attract both graduates and more senior professionals into government for a 12-month period, which can be extendable.</p> <p>In this article, Tarun Davuluri, one of the first TSIC Fellows, shares his experience and explains why he has no regret declining a well-paid job for this opportunity to work with the state of Telangana. Among others, he enjoyed:</p> <ul style="list-style-type: none"> <li>• feeling part of a community of high-skilled and diverse fellows,</li> <li>• getting to know a new ecosystem, and meeting people from different government organisations</li> <li>• benefiting from the support of mentors</li> </ul> <p>By investing in such programmes, governments can attract young and highly-skilled and motivated people.</p> <p><a href="https://tarundavuluri123.medium.com/embracing-my-experience-as-an-innovation-fellow-what-tsic-taught-me-being-an-innovation-fellow-998153f74619">https://tarundavuluri123.medium.com/embracing-my-experience-as-an-innovation-fellow-what-tsic-taught-me-being-an-innovation-fellow-998153f74619</a></p>
03:55	<p>14</p> 	<p>The Government of Canada also offers innovative and flexible workforce mobilisation opportunities, like the Free Agent programme. The Free Agent programme offers highly-skilled public servants the freedom to select the projects they want to work on based on their skills and interests.</p> <p>The programme was launched in 2016 as a pilot, but because of its success it's still live to this day.</p> <p>How does the Free Agent programme work? Public servants who can demonstrate empathy, team-orientation and creativity can apply to the programme. Successful candidates are given full autonomy to find and complete projects from a pool of project proposals put together by hiring managers. For each project the Free</p>



		<p>Agent chooses, there is a Host Manager who is responsible for managing the day-to-day work of the Free Agent.</p> <p>There are two kinds of benefits to the Free Agent programme. First, high-skilled public servants are given the opportunity to decide what they want to do, and make a contribution that they find meaningful. They don't have to go through the usual bureaucracy other public servants have to deal with when they want to change positions or departments. Because they like what they do, they're more likely to stay in government. The other advantage of the Free Agent programme benefits government organisations, like TBS, the Treasury Board of Canada which published the tweet you can see on the screen. Government organisations can advertise project opportunities for free agents, and quickly have high-skilled talent joining their team. Abe Greenspoon, a Canadian public servant who's helped set up the programme describes it as follow: "It's brilliantly simple — free up people who have the attributes to solve problems, make them readily available to work for managers who are desperate for talent, and equip them with the tools, practices, and methods that will influence positive change. Put otherwise — find awesome people and let them go be awesome."</p> <p>Examples of previous assignments Free Agents worked on include:</p> <ul style="list-style-type: none"> <li>● Environment and Climate Change Canada - Carbon Tax</li> <li>● Transport Canada - Artificial Intelligence pilot</li> <li>● Innovative Solutions Canada (ISED) - Starting the Innovation Lab</li> </ul>
01:05	15 	<p>Another thing governments can do, to counterbalance relatively low salaries and rigid career frameworks, is to redesign their environment and culture. If there is one thing to remember from this section, it is this. As we've just seen with GovTech Singapore, there are people who're ready to accept a lower salary and join the public sector to find something meaningful in their work. But for this to happen, people need to be empowered to</p>



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		drive change, and feel that the environment they work in does not block them, but rather supports them.
00:40	16 	This is a picture of Singapore’s GovTech team a few years ago. Does it make you want to work there, why? It looks like a cohesive team, with people happy to be where they are. What does it take to create an environment where digital talents are happy to work?
01:00	17 	<p>The first ingredient to a supportive environment is an environment with minimal hierarchy. Minimal hierarchy makes decision making easier and faster, by giving teams greater autonomy. It does not mean however that teams can do whatever they want, as “with great power comes great responsibility” and accountability.</p> <p>Minimal hierarchy is a way to empower teams to take the decision they need to deliver projects efficiently. For this to work, teams need to work with the open, and develop a trusting relationship with all project stakeholders.</p>
01:05	18 	This is an extract from the website of Singapore’s Open Government Products team, which reflects the principle of minimal hierarchy: “We empower people to make good decisions. Our goal is to maximise the amount of effective brain power we have solving problems. This means organising 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.”
00:35	19 	<p>A supportive work environment is also an environment where digital teams enjoy some flexibility in the way they work and communicate.</p> <p>For example, it’s important for digital teams to communicate about their work in social media, or engage in</p>



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		user research without having to ask for formal approval.
00:50	20 	Yet a supportive environment is not only about culture and ways of working. It's also about tangible things, like tools. Modern tools are required to attract and retain top talent. These tools are the backbone of rapid prototyping, iteration and experimentation. They can include modern collaboration software, like Slack, web hosting and publishing applications, or decent laptops.
00:10	21 	Last but not least, a supportive environment is also about the workplace itself.
01:20	22 	<p>This is a picture of Singapore GovTech's workplace. You may be struck by the modern furniture, the kitchen, the light, the space or even the foosball table in the background. These are all ingredients that make it a nice place to work, but most importantly a place that makes collaboration easy. If someone, all of a sudden, needs to discuss something with their colleagues, they can go and talk. There's no need to book a meeting room days in advance, nor to knock at someone's separate office or whisper in their cubicle. This open-plan workspace makes collaboration much easier. This is the most important aspect of a digital workspace.</p> <p>Minimal hierarchy, flexibility in ways of working and communicating, modern tools and open-plan workspaces are not easy to introduce in many governments because of long-lasting traditions and rules. Some organisations can be reluctant to initiate radical changes, but every small step counts.</p>
02:45	23 	<p>We've just seen how government teams can create more welcoming and supportive environments to attract digital talents. Now let's look at what they can do to make job ads more attractive.</p> <p>The Malagasy government used to only advertise jobs in the newspapers. Whereas all IT firms advertised their</p>



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		<p>jobs online. So digital specialists generally weren't seeing the ads at all. And if they did read them, the fact they were on paper scared them. This is an extreme example. Often, job vacancies for digital positions are advertised on the website of the agency that's recruiting. They do not particularly stand out from other types of vacancies. This does not make it very easy for candidates to identify them. Simply posting a job advert on a website is not effective enough. Government organisations are much more likely to attract digital talent with a more innovative approach to recruitment. In practice this involves posting the advert on a variety of platforms such as social media, and tech hiring platforms that digital talent uses.</p> <p>Offline engagement like seeking talent via conferences, forums, and speaking at tech panels and meetups is also important to establish one's organisation as a credible digital employer. Successful organisations regularly share blog posts and videos where employees talk about their role and their team.</p>
00:30	<p>24</p> 	<p>These are some of the places where the West Java Digital Service team in Indonesia advertises job opportunities. They include social media like LinkedIn or Twitter, but also specialised hiring platforms, like Glints. Glints targets primarily young tech talents in South East Asia.</p>
01:10	<p>25</p> 	<p>The West Java Digital Service team also advertises job opportunities on their website. This is a screenshot of their career page. As you can see, they've included a testimony from one of their female engineers, as well as pictures and insights showing what working in their team looks like, using terms like 'startup culture' or 'skills acceleration'.</p> <p>Many private sector hires are apprehensive about government, especially in the digital space. They may view the culture as inhibiting and believe they will have less independence, responsibility, and ownership.</p> <p>It's therefore important for government digital teams to share information that address these misconceptions,</p>



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		and show how they truly work.
00:30	26 <small>Challenge: governments can struggle to find the right talent to solve the right problem. Good practice: develop specialist career progression frameworks.</small>	<p>We've mentioned this already, but it's important to stress that the biggest strength all governments have to attract talent is their mission: improving people's lives.</p> <p>It is something they need to put at the forefront of their hiring campaigns, as does the Singapore GovTech team.</p>
02:45	27 <small>Challenge: governments can struggle to find the right talent to solve the right problem. Good practice: develop specialist career progression frameworks.</small>	<p>The fourth challenge we mentioned at the beginning of this section was that governments can struggle to match the right talent with the right problem. Put differently, governments can poorly translate their needs for skills into job adverts, or training programmes for their existing staff.</p> <p>Which leads us to this question: how can government organisations make sure they can access the right people for the right roles? And, on the other hand, are digital talent offered training opportunities and job mobility, allowing them to work on things that interest them?</p> <p>The first thing government organisations need to do is to understand what skills they are missing. Governments have long had IT teams, but digital may still be fairly new to them. In many low and middle income countries, where the market for digital talent has just started to bloom, it can be hard to find UX designers or product managers.</p> <p>After they assess the digital skills they need, a good way for governments to match the right talent to the right problem is to develop specialist career progression frameworks. This type of framework makes it easier for digital specialists to develop their careers inside the civil service, and for governments organisations to advertise job positions. They don't have to start from scratch, they can refer to their framework.</p>



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00:35	28 	<p>This is what the UK Government Digital, Data and Technology Profession Capability Framework looks like. As you can see they have 6 job families: Data, IT Operations, Product and Delivery, Quality Assurance Testing, Technical and User-Centred Design.</p> <p>Within each family, they have a list of job roles.</p>
00:30	29 	<p>And for each job role, they have a clear career progression path. As you can see here, from Associate user researcher, to Junior user researcher, User researcher, Senior user researcher, Lead user researcher and Head of user research.</p>
01:20	30 	<p>GovTech Singapore has developed something similar. To better understand what digital skills they needed, and where, they mapped them into 30+ roles, divided into 10 technical clusters like applications development, management, data science or cybersecurity, as you can see on the screen. Each cluster is a family of related job roles with their own set of competencies and proficiency levels. There's also one person responsible for driving professional development in each cluster.</p> <p>This means that anyone working in digital in the government of Singapore knows where they fit within this map, and that anyone hiring can easily assess which role, within which cluster, they need to advertise. This brings clarity on skills, roles and responsibilities and therefore helps match the right talent with the right problem.</p> <p>But GovTech Singapore didn't stop there.</p>
01:15	31 	<p>In 2021, they launched a Digital Academy. The Academy offers digital literacy programmes to civil servants, from foundational to intermediate and advanced courses on varied topics from product management to</p>



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		<p>applications development and data science. And for each of the 30 jobs listed in the framework we've just seen, they offer a series of training courses.</p> <p>So, if you're a digital expert in GovTech Singapore, you have the assurance that you'll be given the opportunity to learn new skills, aligned with your field of work, and that you'll be able to progress in your career. This is extremely rewarding for people, while at the same time creating value for the government as they make the most of the skills their staff have developed.</p>
00:50	<p>32</p> <p><small>Alongside these hiring tactics, governments need to invest in more long-term plans to strengthen their national digital talent pipeline.</small></p>	<p>This is the last slide of our first section on hiring. We've discussed what makes it hard for governments to hire digital talent, and a few tactics that can help them overcome these barriers.</p> <p>But governments' role does not stop there. They also play an important role in strengthening their country's digital talent pipeline in the long term, by investing in education, and partnering with educational institutes to develop programmes that reflect the needs of the labour market.</p>
<b>2. Procuring digital products and services (37:00)</b>		
00:10	<p>33</p> <p><small>Public procurement is a support function that can either enable or block governments' digital transformation.</small></p>	<p>Like hiring, procurement is a support function that can either enable or block governments' digital transformation.</p>
01:35	<p>34</p> <p><small>In 2018, money spent on public procurement was equivalent to 12% of the gross world product.</small></p>	<p>Public procurement — the process by which governments purchase goods and services from the private sector — amounted to \$11 trillion out of global GDP of nearly \$90 trillion in 2018. In other words, 12% of the gross world product (or total global gross domestic product).</p>



		<p>This is significant. Public procurement is a powerful lever for change that governments have. They can use it to accelerate their transformation, and the transformation of the services they deliver, but also as a way to support their local economy, especially small and medium-sized enterprises.</p> <p>As we've seen in the previous module, service teams may decide to outsource part or all of the development of digital services. This may be because they lack the expertise or capacity in-house, or because it makes more sense to buy an off-the-shelf solution.</p> <p><a href="https://blogs.worldbank.org/developmenttalk/how-large-public-procurement">https://blogs.worldbank.org/developmenttalk/how-large-public-procurement</a></p>
15:00	<p>35</p> <p><b>Workshop discussion</b></p> <p>Have you ever experienced challenges with procurement, and particularly the procurement of digital services or products?</p>	<p><b>Group discussion</b></p> <p>In your team, or organisation, have you ever experienced challenges with procurement, and particularly the procurement of digital services or products?</p> <p>Invite participants to share the challenges they may have faced with procurement (ideally when procuring digital products or services, otherwise in general). Depending on their answers, invite them to think about how things could have gone differently.</p>
01:15	<p>36</p> <p><b>Challenge: Drafting tenders for digital services and products can be hard</b></p>	<p>The main challenge most procurement teams face is drafting tenders for digital services and products. Private companies love to complain about public procurement, and criticise requests for proposals that are poorly written and do not reflect what governments actually need. It can be exaggerated. But it's true that writing terms of reference for digital services and products is not an easy exercise. Yet it's a very important one, as it can have significant consequences such as wasting governments' time and money. Which leads us to this question: why is it so difficult to draft tenders for digital projects, and what can governments do about this?</p>



03:50	37 	<p>Very often, badly written tenders are the consequence of:</p> <ul style="list-style-type: none"> <li>● <b>A lack of in-house digital skills:</b> in order to buy digital products, or outsource part or the entirety of a digital service development project, governments teams need a minimum level of digital skills. They need to understand what they need, and their technical constraints. These needs and constraints should be reflected in the tender documents they write, and share with the market. If they fail to do this, then they may receive proposals from companies that are not actually suited to do the job, or from companies that could be suited to do the job, but will stick to what’s written in the tender requirements instead of taking a step back, and inviting the government teams to reconsider what they asked for, considering what they really need.</li> <li>● <b>Procurement and digital service teams working in silos:</b> other times, government teams have the digital expertise required to draft good tender documents, but they fail to leverage it. This usually happens when digital and procurement teams work in silos: digital experts send a list of requirements to procurement people, who then transform them into a request for proposals, and invite companies to bid. Breaking silos means involving procurement people from the very beginning of a project, on a regular basis, not just from time to time, on a needs basis. We’ll zoom in on this in just a minute.</li> <li>● <b>Traditional procurement practices:</b> another cause for poorly written tender documents can be the use of traditional procurement practices, non-adapted to the development of digital services. Practices are not rules. Procuring digital products and services should of course follow the law. But sometimes, people can be so used to procurement practices that they forget that they are not rules to obey, but tools to guide them in the selection of delivery partners. In the context of procuring digital products and services, not all traditional procurement practices make sense. We’ll discuss this in a minute as well.</li> </ul>
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05:40	<p>38</p> <p><small>Challenge: Supply leaders for digital services procurement and services</small></p> <p><small>Good practice: Include procurement people in service teams</small></p>	<p>We've just said that when digital and procurement experts work in silos, they're less likely to draft good tender documents. How can governments break these silos?</p> <p>Like HR or finance, procurement is often seen as a support function that only needs to get involved in projects when their help is required - in the case of procurement, when there's a tender to launch. As a result, procurement people rarely have the big picture of the projects for which they manage tenders. They lack the context they need to fully grasp the objectives the team is trying to achieve. So, instead of supporting the team to achieve their objectives, they can end up blocking them. For example, procurement people may, out of habit, add to a tender an eligibility criteria that requires companies to share their financial statements over the last 5 years to be able to bid. But if the digital product or service the government is trying to buy is innovative, and only offered by recent tech startups, they may not be able to share 5 years of financial statements.</p> <p>Procurement people may include too many or non-relevant requirements in tender documents, but they can also fail to include important ones. Like data ownership clauses. This is particularly relevant if you're buying an online solution that's based on the cloud, for example a patient health record management system. As patients use the system, the solution will start collecting larger and larger volumes of data. Eventually, the database is too massive to migrate, and you're locked-in to your service provider. This is not a nice position. Organisations should always feel free to change service providers. Otherwise they can be the victim or price increases, a lack of upgrades, or new policies that don't suit them. For this not to happen, governments need to keep control over their data, wherever it's stored. Data ownership clauses may be new to procurement people unfamiliar with digital.</p> <p>Therefore they need to work hand in hand with digital service teams. They need to be able to attend regular team meetings and access project information. They need to feel part of the team, from the start of the project to the end. This way, they'll better understand the objectives and the context of the project, but also the agile</p>
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		ways of working of the digital service team. This is key because good terms of reference for civil engineering works and digital services don't look the same. In digital service projects, user needs are not always as clear from the beginning, and can evolve over time. It's important for service teams to keep some leeway in how to run these projects.
01:20	39 <small>Don't tell suppliers what you need, tell them what the problem is you are trying to solve.</small>	<p>In other words, government teams should not tell suppliers what they need, but rather the problem that they are trying to solve. For example, rather than say “We need a chatbot for patients”, government teams should say “We need to make national health information more accessible and accurate for patients”.</p> <p>This approach is more vague, which is the opposite of what procurement teams are normally told to do. Procurement experts usually tend to prevent any ambiguity, to make it easier to hold suppliers into account. But as part of the government service team, you want to understand the different approaches suppliers could take to answer user needs.</p>
01:00	40 <small>Challenge: Long procurement processes can slow down digital service projects.</small>	Complex and lengthy procurement procedures can also be a barrier to digital transformation, as they slow down projects. This can be particularly harmful to digital service projects that need to show quick wins to create momentum and secure decision makers' buy-in for future digital projects. But digital transformation is not above the law. In order to procure digital products and services, public procurement teams need to comply with the rules in place. Yet, there's something they can do to accelerate procurement.
02:05	41 <small>Challenge: Long procurement processes can slow down digital service projects.</small>	Procurement teams can put in place framework agreements. A framework agreement is an agreement with one or more firms that establishes the terms and conditions that will govern the subsequent contracts awarded during the term of the framework agreement. A framework agreement is therefore not legally binding. It is an arrangement that describes the terms and conditions to be applied if a buyer wishes to obtain services from one of the suppliers in the framework agreement, through another follow-up contract. A framework agreement



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		<p>can be either closed or open. If it's open, then new suppliers are able to apply to join the agreement anytime. If it's closed, bidders can only apply at a specific time.</p> <p>What are the advantages of framework agreements? They accelerate procurement. Once a supplier is part of a framework agreement with a government organisation, it's much easier for the organisation to contract with that supplier. They don't need to do additional background checks, or ask administrative paperwork. All they need from bidders is their approach to the problem they have.</p>
02:15	42 	<p>This is a screenshot of the UK Government Digital Marketplace. The UK Government Digital Marketplace is a website where suppliers can apply to join a framework agreement, and where UK government organisations can access the list of the companies registered in framework agreements, and advertise open tenders.</p> <p>One of the framework agreements they have is called 'Digital specialists'. It's open to a list of 20 digital roles such as agile coach, cyber security specialist, designer, developer, service manager, etc. Any individual expert in these disciplines can apply to join the framework.</p> <p>Imagine you're working on a new online business registration website. You're in the middle of the development stage, and you realise you're going to need extra help with design or software development. Option 1: you launch a tender from scratch. This may take you a couple of months. And you end up reviewing applications from people you've never heard of. Option 2: you share terms of reference with a trusted network of advisors, and finalise the contracting in just a few weeks.</p> <p>Framework agreements are powerful tools, once in place. Yet, they take time to set up, especially when they involve several government organisations.</p>



01:20	<p>43</p> <p><small>Challenge: After a contract is signed, traditional procurement rarely offers flexibility.</small></p>	<p>Another challenge government service teams may encounter with procurement is the lack of flexibility after a contract is signed.</p> <p>Contract management should be about building long term relationships with suppliers, but very often it's summarised to a box ticking exercise. When a project is about to end, procurement people compare the outputs developed by the supplier to the list of the requirements listed in the terms of reference, and decide whether the contract was fulfilled or not, and therefore if the supplier can get paid. This is what traditional contract management looks like.</p> <p>But because digital projects are innovative, they're not always straightforward, and may require in-flight adjustments. Traditional contract management can make this difficult.</p>
02:00	<p>44</p> <p><small>Challenge: After a contract is signed, traditional procurement rarely offers flexibility.</small></p> <p><small>Opportunity: Consider breaking large contracts into small lots.</small></p>	<p>To cope with this, digital service teams can break down contracts into small lots. Let's reuse the example of the participatory budget website. Instead of contracting a company to develop the entire solution, the government team may start with a small lot, which would consist in leading user research. They may award the lot to a Company A. After company A conducts research, and identifies clear user needs, the government team may decide to advertise a second lot. The second lot may consist in prototyping and testing a solution. This time, they choose Company B, which has more experience in the field. If at the end of the prototyping phase, they realise that user needs aren't met, they can just stop there. There's no need to amend, or put an end to a contract.</p> <p>But breaking down large contracts into small lots also comes with its own challenges. First, it means launching different tenders, which requires capacity from procurement and digital teams. Second, because all the small lots are connected, they need to be coordinated by someone in government. Having separate lots does not mean they're standalone, and can be operated in silos. There's also a limit to which breaking down contracts</p>



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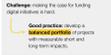
		into small lots stops making sense.
<b>Break (05:00)</b>		
<b>3. Securing funding for digital projects (36:35)</b>		
00:10	45 	Let's move on to the third part of today's session on the challenges of securing funding for digital transformation.
15:00	46 	<b>Group discussion</b> How do digital projects get funded in your organisation? What are the pros and cons of such a funding model?
00:30	47 	Governments are starting to realise that digital transformation is a must-do, not a nice-to-do. The covid-19 crisis has highlighted this even more. Therefore public spending in digital transformation has generally increased these last few years. But governments have limited budgets, and the covid-19 crisis has put additional pressure on these budgets.
01:20	48 	Therefore, digital government teams can struggle to make the case for funding. This is particularly true of governments that invest in digital initiatives on the basis that they save cost. It is true that in the long term, digital transformation can save money. Moving face-to-face, postal and telephone contact to online services can be a source of savings. Yet, it's not that straightforward. Digital services can also generate new associated costs, for example in cyber security.



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		<p>But more importantly, cost saving should not be the reason why governments invest in digital. As we've seen in our first module, digital government is about delivering better human-centred services, and achieving real-world important outcomes such as better access to health, education, or justice.</p>
02:15	<p>49</p> 	<p>So, how can digital teams make the case for funding? Two things really. One, by measuring the positive impact digital services generate. And two, by developing a balanced portfolio or projects that create value both in the short and long term.</p> <p>This is easier said than done. It can be easy to assess the cost savings from replacing manual processes with an automated solution, but it's less easy to assess the impact of building a unique procurement website for all government tenders. Yet it'll certainly have lots of positive impacts, from increased transparency to increased competition, and time savings in application procedures. Not all benefits are quantitative. It's ok not to put numbers on everything. But digital teams should highlight the importance of these qualitative benefits.</p> <p>There's no better way to explain to decision makers the value of digital services than actually showing them live services, and sharing positive user feedback. That's why it's important for digital service teams to develop a portfolio of digital service projects that can create value in the short term, to convince decision makers of the importance of digital, and secure their buy-in for more long term projects.</p>
04:00	<p>50</p> 	<p>Another challenge linked to the funding of digital services is that traditional funding models are not adapted to agile service delivery. In traditional funding models, decision makers - who may have little knowledge on digital - usually allocate money on a year-by-year basis, based on business cases. So funding decisions are made before a project starts, based on predictions. This can create problems.</p>



		<p>As we've seen, the course of agile projects can be unpredictable. What if, as the project starts, the team realises that there are changes to make to the plan, as presented in the budget committee? Let's consider 2 scenarios. Scenario 1, in light of the first project phases, the team believes that the project should be aborted, or significantly reduced in scope, which means they do not need as much resources as they thought first. What do they do? They will very likely proceed as planned, as the budget has been given to them for that very specific project. They need to show they've used it, and followed the plan they presented months ago in the investment committee.</p> <p>Scenario 2. The team realises that the digital service they're building is of paramount importance, but much more complex than they thought. The budget they were given ends up being insufficient. They need additional resources to complete its development, and deliver a good solution. Yet, the next budget committee is in 6 months, and there's no way for them to secure more funding before then. So they either stop, and lose momentum. Or rush to put together a solution that they know won't be as efficient as what they could do.</p> <p>Allocating money based on business cases demands a level of certainty about the future which is unattainable in agile digital projects. New ideas, new information, and greater clarity of need can change the original proposition, but teams are not empowered to change course. Once the business case is approved it becomes a means of controlling deviation, not encouraging the most valuable work to be done. This either leads to a waste of money, or a waste of time.</p>
01:40	<p>51</p> 	<p>Traditional funding models need to be adapted to best support digital service projects, because they are run in an iterative way based on continuous testing and learning.</p> <p>Funding needs to be more continuous - a flow rather than fixed allocations. This means that decisions need to</p>



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		<p>be taken more often, in a simpler manner than yearly budget approval committees. In short, funding needs to align more closely with the rhythms of digital delivery. One way to start, would be to assess budget needs at the end of each of the agile delivery phases we've talked about in module 3: discovery, alpha, beta, live. Hence, fund less, more often. The speed of delivery should not be determined by quarterly or yearly budget approval committees.</p> <p>It may not always be possible to fund digital projects in this way, but it is important to understand good practice in order to work towards this approach.</p>
02:20	52 <small>Challenge: meeting a project goal or aim for a sustainable transformation</small>	<p>Another challenge with project-based funding, is that it does not allow for a sustainable transformation. By this I mean two things:</p> <ol style="list-style-type: none"> <li>1. Because project-based funding often focuses on the development phase of services, it tends to underestimate or completely forget about post-launch spending linked to the maintenance and the continuous service improvement of services.</li> </ol> <p>Yet digital services do not stop. They need continuous attention. Of course they don't need as many resources to 'live' as they need for their creation. But they still need people to regularly make sure there are no bugs impacting the user experience, and episodically bring more significant changes, like additional features to answer a new user need, or make the most of a new tool or technology.</p> <p>It is not rare, and extremely frustrating to see that the time, money and efforts put in developing a digital service end up being for nothing, when that service is not properly maintained.</p> <ol style="list-style-type: none"> <li>2. Because project-based funding allocates money to projects on an individual basis, it makes it more difficult to invest in shared components and create synergies across government organisations. Shared components</li> </ol>



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		<p>solve common problems for the whole of government. For example: sending a text message, hosting a web application, taking a payment or signing a document.</p>
02:30	<p>53</p> 	<p>The key to these challenges is to switch from funding projects to funding teams. Digital teams come in different shapes and sizes:</p> <ul style="list-style-type: none"> <li>• Some governments have a central digital team, or distributed teams in departments, or a mix of both.</li> <li>• Some governments have digital teams that deliver most of the digital services themselves, or coach other government teams to deliver them, or outsource their development.</li> <li>• Some teams may be in charge of overseeing the development and maintenance of services within a clear perimeter, other teams may rotate their focus depending on needs.</li> </ul> <p>In every case, funding teams rather than projects enables better long-term planning:</p> <ul style="list-style-type: none"> <li>• Because teams work on several projects, they can better assess synergies between projects, and invest in shared components. This may remind you of the concept of Government-as-a-Platform, which we mentioned in module 1.</li> <li>• Because teams don't disappear after the development phase of a service ends, they can plan and invest in its long-term maintenance and improvement.</li> </ul>
01:20	<p>54</p> 	<p>But switching from project-based funding to team funding is not enough. In order to work efficiently, digital teams need three main ingredients: sufficient budget, autonomy, and a clear mandate.</p> <p><b>1. Budget</b></p> <p>For digital teams to build or support the development of sustainable services, they need to be funded</p>



		<p>sustainably themselves. This means that ideally:</p> <ul style="list-style-type: none"> <li>• They receive both core funding, allowing them to have permanent staff and cover day-to-day operations, as well as additional complementary funding to cope with temporary or unexpected needs.</li> <li>• They have a multi-year budget that allows them to do some long-term planning, and not to worry about the sustainability of a service from one year to the next.</li> </ul>
00:35	<p>55</p> 	<p>This is easier said than done. This is an extract from the 2021 budget of the Government of Canada. As you can see, it took 4 years and a covid-19 crisis to the Canadian Digital Service - the central digital team in charge with delivering digital services to Canadians - to secure a 4-year budget.</p>
02:25	<p>56</p> 	<p><b>2. Autonomy</b></p> <p>Another thing digital teams need to work effectively, is autonomy: autonomy to decide on which projects to prioritise, and how to run these projects.</p> <p>If they don't have the power to decide on their roadmap, digital teams are likely to end up responding to a variety of requests from senior political figures. Some may be legitimate, but some may just be linked to election cycles. Digital teams serve people, not politicians. Their work is not politicised. This is why there should be clarity on decision making roles. This doesn't mean digital teams should be free to do everything they want. What has proved to work effectively is to give and hold digital teams accountable to outcomes. By outcomes, I mean the benefits, the value they are creating for users. This way, digital teams may prioritise long-term projects that solve users problems, when political figures may have rather invested in short-term shiny solutions to showcase.</p>



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		<p><b>3. Mandate</b></p> <p>The third ingredient digital teams need is a clear cross-organisational mandate to run digital transformation across government. Change can't happen within a government machine if digital teams can't operate levers of influence from a central position over departments. These levers must allow the digital team to consistently modify behaviour and overcome inertia.</p> <p>It's not easy for digital teams to receive the autonomy and the mandate they need from the start. Young digital teams often need to prove what they're capable of, before getting the trust of leaders.</p>
01:30	<p>57</p> 	<p>A good example of this is the journey of the UK Government Digital Service team, or GDS. When GDS started, in early 2011, it was a small, unknown team, without much power. To gain visibility, and secure the support of leaders in government, they decided to deliver a 'quick win' ie. a chance for the brand new organisation to show what it was capable of.</p> <p>GDS delivered their first product in 8 weeks: an online petitions service which is now used by tens of millions of people. The new service brought the attention of the media. Journalists started to write about GDS in the newspapers. This triggered the curiosity of senior leaders inside the government.</p> <p>A few months later, GDS got a full cabinet mandate to create GOV.UK, a single domain replacing over 2,000 government websites.</p>
01:00	58	<p>Another example of a team with a clear and strong mandate across government organisations is MAMPU, the Malaysia Administrative Modernization and Management Planning Unit. MAMPU is the organisation which hosts the Office of the Government Chief Information Officer, and who's behind MyGovernment, the one-stop-</p>



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		shop website for public services. As you can read here, on the 2021 Malaysia Digital Economy Blueprint, it's the objective of the Government of Malaysia to position MAMPU as the 'sole agency to drive public sector digital transformation' and to continue to strengthen their power by the end of this year. Having a strong, empowered organisation like MAMPU has helped the Government of Malaysia to develop a whole-of-government approach, and offer their users a human-centred approach to digital services.
<b>4. Addressing legislative and regulatory barriers (44:30)</b>		
00:20	59 	The fourth challenge we'll talk about today is how to address legislative and regulatory barriers.
15:00	60 	<b>Group discussion</b> Has legislation or regulation ever prevented your or your team from completing a digital project?
00:40	61 	Progresses in technology are faster than ever. The number of new technology products and services is increasing exponentially. On the other hand, legislative and regulatory change follows a very different pattern. Democratic institutions and processes need time for debate, challenge, and alignment. This difference in pace can create some tensions, as digital transformation explores new unregulated territories, and challenges existing rules.
01:05	62 	This is why it can happen that laws made before the digital age severely constrain the development of simple, convenient digital services. This may be the case of:



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		<ul style="list-style-type: none"> <li>• Requirements that things be done in-writing, or on paper (eg a wet signature required to approve a police complaint)</li> <li>• Specified forms of communication that don't include digital options (eg proposals for public tenders sent by courier)</li> <li>• Specified methods of payment that don't include digital options</li> <li>• Provisions that require a physical presence for requirements to be met</li> <li>• Requirements concerning a person's identity and how they prove it</li> </ul>
00:30	63 	It may sound obvious, but the first thing governments can do about this, is to identify which parts of the law or regulation have stopped making sense in the digital age. There are different ways to go about this. Let's look at the example of the UK.
02:05	64 	<p>In 2011, the UK government launched the Red Tape Challenge. The idea was to identify which regulations needed to be improved or scrapped. It's not a small challenge. As a matter of fact, the project lasted 3 years, and across that period 6,500 regulations were examined, and about half of them scrapped or overhauled. This includes finding ways to reduce burdens for businesses, taxpayers and individuals by moving to digital methods.</p> <p>Considering the huge work it required to identify such regulations, the UK government decided to crowdsource the views from businesses, organisations and the public. Crowdsourcing is a means of decentralising decision-making by asking the 'crowd' to express their views, propose solutions and give insights on a particular issue and then using these views in public policy. The Red Tape Challenge programme invited the general public to comment via the internet on the usefulness of regulations within a set time limit. People could comment (anonymously) both publicly through comments on the website or through a non-public email inbox..</p>



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		<a href="https://webarchive.nationalarchives.gov.uk/ukgwa/20150423101116/http://www.redtapechallenge.cabinetoffice.gov.uk/how-it-works/">https://webarchive.nationalarchives.gov.uk/ukgwa/20150423101116/http://www.redtapechallenge.cabinetoffice.gov.uk/how-it-works/</a>
01:20	65 	<p>This is what happened, as a result of the Red Tape Challenge, to the rules on driving and road transport in the UK. The government estimated that GBP 54 million would be saved thanks to these changes. To name a few:</p> <ul style="list-style-type: none"> <li>• more than 17 million changes to address and vehicle details will be possible online</li> <li>• 2 million fleet vehicles will no longer need a paper registration certificate, saving companies around £3 million each year</li> <li>• 33 million drivers will no longer need a paper counterpart to their driving licence, saving them an estimated £8 million each year</li> </ul> <p>But beyond money savings, these changes in the law and regulation allowed the Department for Transport to develop simpler and more convenient services to their users.</p> <p><a href="https://www.gov.uk/government/news/red-tape-cuts-set-to-save-another-54-million">https://www.gov.uk/government/news/red-tape-cuts-set-to-save-another-54-million</a></p>
02:10	66 	<p>But all rules can't be changed. So, how do you make the difference between what should be adapted to the digital age, and what should not? A way to consider this, is to divide rules into 2 categories: red and blue rules.</p> <p>Red rules are rules that cannot be broken, because they are here to protect users, either their life, well-being, or interests. For example, don't drive if there's a red light. Blue rules on the other hand are less important. They're about habits and customs. They're just one way to support the red rules, but there are many other ways to do so. For example, the need for showing a paper ID card to prove your identity. There are other ways</p>



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		<p>this can be done online, using biometrics or a digital ID.</p> <p>Can you identify which red and blue rules you use the most in your current position?</p> <p>It's not always easy to do. And very often, people tend to put red and blue rules all together, to keep the status quo, which feels safer. Sometimes, people aren't even sure anymore what is a red rule and what is a blue rule. So as a member of a digital service team, you may encounter resistance from defenders of blue rules.</p> <p><a href="https://www.bizjournals.com/twincities/stories/2003/12/08/smallb4.html#:~:text=In%20health%20care%2C%20for%20example,Department%20before%20treatment%20can%20begin.%22">https://www.bizjournals.com/twincities/stories/2003/12/08/smallb4.html#:~:text=In%20health%20care%2C%20for%20example,Department%20before%20treatment%20can%20begin.%22</a></p>
01:00	<p>67</p> 	<p>What if you're involved in a digital service project, and realise that an aspect of the legislation or regulation is blocking your team from going forward. You don't have the luxury of waiting. You need to act rapidly. Do you ask lawyers what can be done? They'll most likely answer that nothing can be done. It is the right thing to do - asking lawyers. But it's not enough. Digital service teams need to involve legal experts in their project, and take the time to explain to them what they are trying to achieve, why, and how.</p>
03:35	<p>68</p> 	<p>This is the screenshot of a blog article published on the UK Government website. The article was written in 2014 by the Product Manager Pete Herlihy, after he participated in a digital service project which objective was to allow people to register to vote online. As you can imagine, registering to vote is heavily surrounded by regulation and legislation.</p> <p>This is why, on several occasions, Pete had to ask lawyers if there was any wriggle room on aspects of the law, that would make the new online service much more simple to use. But every time that happened, lawyers said no. Whatever the question was, the answer remained the same. Up to a point that it made it too difficult for</p>



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		<p>Pete to do his job, and he decided to visit the lawyers, face to face. As he says in his post: “The first thing that I learned when we got together, was that they hadn’t been taken through the service we were building, to give them the context they needed. That was a pretty big mistake.” So he just took the time to take the lawyers through the service in detail, and that changed everything. “This opened up a direct line of contact, where we could work with a mutual understanding of the challenges. It wasn’t that we got everything we wanted, and it was certainly a case of choosing our battles.”</p> <p>Eventually, the service was a success. And the team managed to get some laws changed while developing the service. They also gained agreement from the legal team to work with them when drafting future legislation.</p> <p>There is no secret recipe, digital teams need to work closely with lawyers, and vice versa. To be able to have a constructive dialogue, lawyers and digital teams need to be on equal footing, they both need to know the ins and outs of the project, and understand the goals and constraints on each side.</p> <p><a href="https://gds.blog.gov.uk/2014/06/20/i-fought-the-law-and-the-users-won-delivering-online-voter-registration/">https://gds.blog.gov.uk/2014/06/20/i-fought-the-law-and-the-users-won-delivering-online-voter-registration/</a></p>
00:20	<p>69</p> <p>Legislation and regulation are not always blockers. They can also enable digital transformation.</p>	<p>We’ve talked a lot about how legislation and regulation can block digital service projects. But they can also enable digital transformation, and be very good allies to digital service teams!</p>
02:20	<p>70</p> <p> Estonia Public Information Act: “Establishment of separate databases for the collection of the same data is prohibited.”</p>	<p>You may remember from our module on data the concept of once only principle. The once-only principle means that people and businesses supply data only once to a public administration. The role of public administrations is to internally share these data also across borders so that no additional burden falls on people and businesses.</p> <p>I think everyone will agree that this principle is great, and makes users’ life easier. But it’s not easy to</p>



		<p>implement as it requires concerted efforts from government organisations.</p> <p>Estonia made it one of its priorities to implement this principle. And this is reflected in their legislation. They started by introducing a once-only law in the 2000s stating that “the same information should not be asked twice”. A few years later, they took one step further with the Public Information Act. It prohibits government organisations from establishing separate databases for the collection of the same data.</p> <p>There are many more examples like this: decrees making it mandatory for government organisations to publish open data online, or to give access to their services online. They’re not the solution to everything. Decrees without proper help with digital transformation don’t work. But they can be a tool, and an ally to digital teams.</p>
03:30	71 <small>Challenge: The use of new technology can be governed by a set of regulations.</small>	<p>Too many, or outdated blue rules can be an issue. But the absence of rules and regulation in a new technology area can also be a problem.</p> <p>This is for example the case of artificial intelligence. Artificial intelligence consists in leveraging computer science and extremely large data sets to enable machines to mimic the problem-solving and decision-making capabilities of the human mind. Some governments with advanced data capabilities have started to use AI in a few places. For example to detect tax fraud, but also support decision making on immigration requests, which is extremely sensitive. It’s therefore important to set boundaries, so that the use of this type of new technology doesn’t go against the interest of users, and doesn’t have harmful side effects, like exacerbating inequalities or discriminating against certain groups..</p> <p>Example: the US are under pressure to reduce prison numbers without risking a rise in crime. So some courtrooms have turned to criminal risk assessment algorithms. These algorithms are designed to assess the risk of recidivism of defendants, based on their profile details. Based on the recidivism score given by the AI, a</p>



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		<p>judge then determines what type of rehabilitation services defendants should receive, whether they should be held in jail before trial, and even how severe their sentences should be. These algorithms are supposed to reduce any bias influencing the process, because judges are making decisions on the basis of data-driven recommendations and not their gut. But these algorithms are trained on historical crime data. Because some populations have historically been disproportionately targeted by law enforcement—especially low-income and minority communities— they are at risk of being discriminated against with high recidivism scores.</p> <p>In the absence of regulation, most government organisations would rather not use new technology. The risks are too big.</p>
01:20	<p>72</p> 	<p>So what should governments do? Agile does not only apply to software and digital services only. It can also be applied to regulation. By using an agile approach to regulation-making, governments can slowly allow organisations to use new technologies, assess their impact, and regulate accordingly.</p>
	<p>73</p> 	<p>This is why many governments are starting to create what we call ‘regulatory sandboxes’. Regulatory sandboxes are just like real sandboxes, but the role of the parents is played by the regulator, and the role of the children by the organisations testing new technologies. These organisations have a delimited space to try these technologies, and the regulator watches them carefully.</p> <p>Many governments have introduced regulatory sandboxes in the fintech space. They allow innovative companies like startups to explore how to use a new technology like blockchain for smart insurance contracts for example.</p> <p>But fintech isn’t the only field where sandboxes can bring value. The UK Information Commissioner’s Office has created a sandbox to monitor innovations that use personal data.</p>



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	<p>74</p> 	<p>Another example. The UK Home Office has recently launched a sandbox to explore the use of age verification technology solutions for the sale of alcohol in shops. In the UK, people under 18 are not allowed to buy or drink alcohol. Cashiers may control shoppers' IDs to make sure they're allowed to buy alcohol.</p> <p>Some tech companies and shops candidated to take part in the sandbox. This means that for a few months, they're going to trial their solutions, like using cameras and age estimation algorithms to assess shoppers' age based on biometric data. During the pilot, the cashiers will keep controlling IDs as usual. This will allow to check the trustworthiness of the tech solutions that are being trialled.</p> <p>Based on the results of the sandbox, the government may decide to change the regulation to allow the use of age estimation algorithms for the sale of alcohol in shops. But efficiency is not the only aspect they'll look at. They'll also consider data ethics considerations, to make sure that the benefits of using technology is not outweighed by other factors.</p> <p>The results of the sandbox will help them decide. It's an agile approach to regulation.</p> <p><a href="https://www.gov.uk/government/publications/age-verification-technology-in-alcohol-sales-regulatory-sandbox/call-for-proposals">https://www.gov.uk/government/publications/age-verification-technology-in-alcohol-sales-regulatory-sandbox/call-for-proposals</a></p>
01:05	<p>75</p> 	<p>I would like to conclude this part on legal and regulation challenges with a phrase from Andrew Massey Professor at King's College International School of Government: "There is normally significant room for manoeuvre in legislation. If the political intent is there; you can make the change."</p> <p>The challenge with law and regulation is rarely about law or regulation. It's about people. Therefore the call for legislation should not be an excuse for inertia. There's nothing that can't be solved with time, dialogue and</p>





- understand any worry they may have about the roll-out of a new digital service, and reassure them accordingly,
- communicate on the benefits of the new service, without over-selling or over-promising the benefits,
- take into account their needs and ideas, to build a service that also solves their problems, not just the ones of citizens.

If civil servants see the value of new digital services - for example saving time on manual and repetitive tasks to focus on more value-adding operations - they're likely to adopt them quickly. Communicating with civil servants in the development phase of services is key to landing this type of message.

A good way for this to happen is to keep the management of the service project in the department in charge of the service in question. So, if a government decides to introduce a new online booking system for prison visits, the project manager in charge of overseeing its development should be someone from the Ministry of Justice or the Prison Service Agency. It does not matter if the development of the project is outsourced or done internally. In both cases, project management should stay in the hands of someone from the actual team or department in charge of the delivery of the service on a day-to-day basis. This will make it easier for the project manager to involve civil servants, and to build a feeling of ownership with the new service.

You may wonder how can I, or someone from my department manage a digital service project when we have never done it before, and are not familiar with the agile service development process? Of course, having an experienced digital project manager will make things easier. But there's no sense in building an ultra performing digital service in 3 weeks if it's not used by anyone after that. It's ok to have project managers with little experience in the digital field, as long as they can rely on experts to coach them, and support them.



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		<p>This is what the government of Morocco does, through their Digital Factory. The Moroccan Digital Factory helps ministries and government agencies to set up digital service projects for success, and run their development. Government organisations come to them, with service project ideas. For each project idea they prioritise, they put together a team, half-composed of Digital Factory’s staff, and half-composed of the government organisation’s staff, including the project manager. Prior to the start of the service project, they organise a week of learning so that the team can get to know each other, and build a common understanding of the agile service development process. Once the project starts, the project manager can rely on an agile coach to help them run the project. They’re never on their own.</p> <p>At the end of the project, the government organisation’s team has gained knowledge on how to run digital projects, and the transition to a full in-house ownership of the service is much smoother.</p>
01:05	<p>80</p> <p><small>Challenge: not enough time to get to use digital services due to a lack of skills.</small></p>	<p>Service ownership is important, but it’s not enough. To adopt digital services, civil servants must be able to use them. And for this to happen, they need the appropriate skills.</p> <p>It is not rare for digital service teams to focus on the development of tangible solutions, and underplay the challenges of adoption, which can seem more abstract and therefore less rewarding. Yet change management can enable or block the use of services. It’s an integral part of service projects. Therefore change management should be included in projects’ timeline from the start, and anticipated before the launch phase.</p>
00:55	<p>81</p> <p><small>Challenge: not enough time to get to use digital services due to a lack of skills.</small></p> <p><small>Good practice: used time in change management.</small></p>	<p>Change management takes time. This is why it needs to be anticipated before the launch of a new service. Even if the new service is simple and easy to use, it’s important for digital service teams not to underestimate the importance of change management:</p>



		<ul style="list-style-type: none"> <li>• First, not everyone starts on the same page when it comes to using digital tools.</li> <li>• Second, change management is as much about training as it is about helping civil servants to mourn their old ways of working.</li> </ul>
01:35	82 <small>change management + technical training</small>	<p>What does this mean in practice? Change management is not the same as technical training. Service teams should not summarise change management to doing a one-off technical training and writing a guide on how to use a new tool. It is important to draft good user guideline books that civil servants can rely on when they try to get accustomed to using a new digital tool.</p> <p>But change management is much more than that. It's about showing empathy to people who're changing habits that they may have had for years. It's about taking the time to listen, and explain.</p> <p>Change managers have good listening and communication skills. They're also good at conflict resolution and negotiation. They know how to quickly read people and adapt their speech accordingly, to help them see the glass half full rather than half empty.</p>
01:35	83 <small>Challenge: not enough time to change to new digital services due to a lack of resources</small>	<p>Last but not least, civil servants may be reluctant to use a new digital service because they have no incentive to do so. With time, as they realise all the advantages that the service can offer them (like saving time on repetitive manual tasks) and as they get used to using it, incentives may be irrelevant. But sometimes, at the beginning, they need a little 'push' to make the jump.</p> <p>This 'push' can take different forms. As we've seen earlier with the Estonia Public Information Act and the once only policy, the law can help create incentives. Decrees can make it mandatory for civil servants to handle business registration or theft reports online, and not on paper. But decrees are a form of hard power, which</p>



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		governments need to use carefully. Otherwise it could create frustration from civil servants.  So, what else can governments do?
00:30	84 	Ask leaders to show the example. Leaders can exercise a form of soft power, either thanks to their popularity or thanks to the visibility and prestige of their role. Leaders who use digital services and show it in a visible way are likely to influence others to do the same.
00:45	85 	In 2018, the digital team of the Government of Argentina built an online driving license. One of the first things they did once the service went live, was to visit President Macri. They showed him how to use his digital driving license. He quickly became an ambassador of the service, explaining to others how to use it, and recommending them to use it. This triggered the interest of other senior officials.
01:30	86 	In Rwanda, the Minister of Justice Johnston Busingye is another great ambassador of change. As you can see here, he retweeted a post from the Judiciary Courts of Rwanda about the use of mobile money in the courts system. He publicly shows his support to the digital transformation of the courts system, driving attention to the changes under way.  Having ambassadors of change in high places is of paramount importance for digital teams. Their help is extremely precious. It's not just about publishing pictures or tweets. It's about taking risks, and engaging their responsibility. If digital services end up being successes, great. But if they fail, they'll show to everyone that it's ok, and take their share of responsibility, which is one share less on the shoulders of civil servants.
<b>Takeaways (10:10)</b>		



02:00	87 	Before we end the session, would someone like to summarise what we've said?  <b>Invite participants to a recap of the 5 parts of the session, using the takeaways slides.</b>
02:00	88 	
02:00	89 	
02:00	90 	
02:00	91 	
00:10	92 	Thank you!