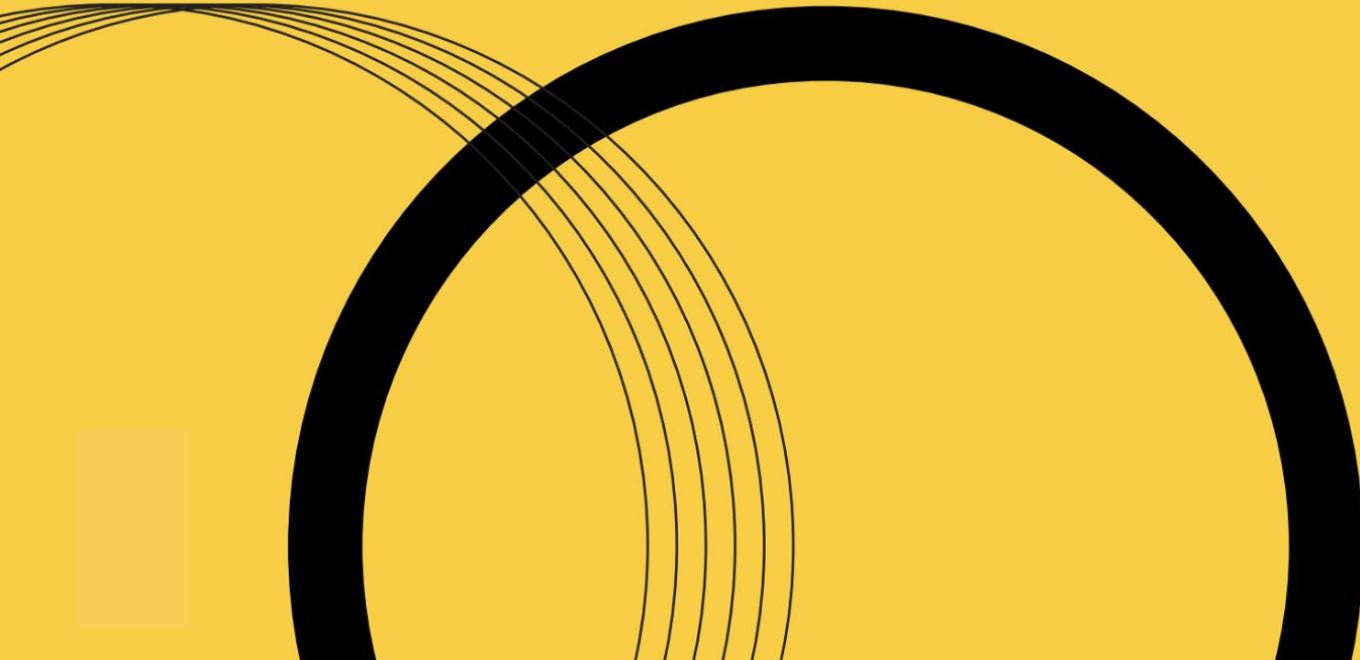


Train-the-trainer session

September 6th



**public
digital**

Goals

At the end of this session, we'd like you to:

- Understand the context around the creation of the digital government training programme
- Feel confident in delivering the programme to civil servants
- Feel confident in bringing changes to the programme, to better suit the needs of civil servants in your country

Agenda

1. Presentation of the training programme: genesis, audience, objectives, material and delivery approach
2. Zoom in on each of the module
3. How to engage with the training participants and run the interactive activities
4. How to take ownership and iterate on the modules
5. Conclusion and Q&A

Engagement rules

- Raise your hand to speak
- Don't hesitate to make use of the chat to share questions and comments
- Keep your video on if you can

Presentation of the training programme

Zoom in on each of the module

How to engage with training participants

How to take ownership of the modules

Conclusion and Q&A

How it started

In January 2022, Public Digital was commissioned by the United Nations Development Programme (UNDP) Asia Pacific Regional Innovation Centre (RIC) to scope and develop a series of eight training modules on digital transformation for civil servants in the region, starting with Cambodia and Sri Lanka.

Audience of the training programme

- Mid-level managers
- With essential IT skills and an appetite for digital
- From any government organisation/team

Objectives of the training programme

- Introduce civil servants to the concept of digital government and its benefits
- Convey enthusiasm and build momentum for digital transformation
- Highlight the importance of taking a whole-of-society approach to digital transformation
- Build confidence in discussing digital topics
- Help encourage an approach to service design that is human-centred, inclusive
- Prepare the ground for cultural change, by introducing the concept of agile ways of working

Content

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 technology risks

7. Navigating barriers to digital government

Leadership for digital government

For each module, you have access to:

a slide deck

The slide deck cover features a black background with the title 'Building trust in digital government' in large white font. Below the title, it says 'Digital transformation training programme' and 'Module #4'. On the right side, there is a white vertical bar containing the UNDP logo (United Nations emblem and the letters UN and DP in a grid) and the 'public digital' logo at the bottom.

a script (to guide you)

The script page has a white background with the 'public digital' logo in the top right corner. The title 'Module #4 - Building trust in digital government' is centered. Below it, the text 'Digital Transformation Training Modules' is followed by a table with the following content:

Time	Slide #	Script (text and actions)
Building trust in digital government (180:00:00)		
Introduction (02:30)		
00:15	1	Share screen Hello and welcome everyone. Thank you for coming along to the fourth session of a series of seven modules on digital government.
01:00	2	This is meant to be an interactive session. We'll pause regularly for activities and discussions. But do not hesitate to interrupt us anytime for questions or comments. You can do this either by raising your virtual hand, or by using the chat. Unless you have connectivity issues, I'll ask you to keep your video on. But please stay on mute unless you're speaking.
00:05	3	Today we will be talking about "Building trust in digital government".

1

Format

- In-person or remote
- Up to 20 participants per cohort
- Up to 4:00 per module
- Balanced mix of presentations and interactive activities/discussions
- Can be delivered consecutively (eg. across a week) or across a longer period of time (eg. one module a week)
- Part of a portfolio of digital government interventions/ support from UNDP

Presentation of the training programme

Zoom in on each of the module

How to engage with training participants

How to take ownership of the modules

Conclusion and Q&A

Introduction to digital government

Digital transformation training programme
Module #1



public
digital

Learning objectives of the programme

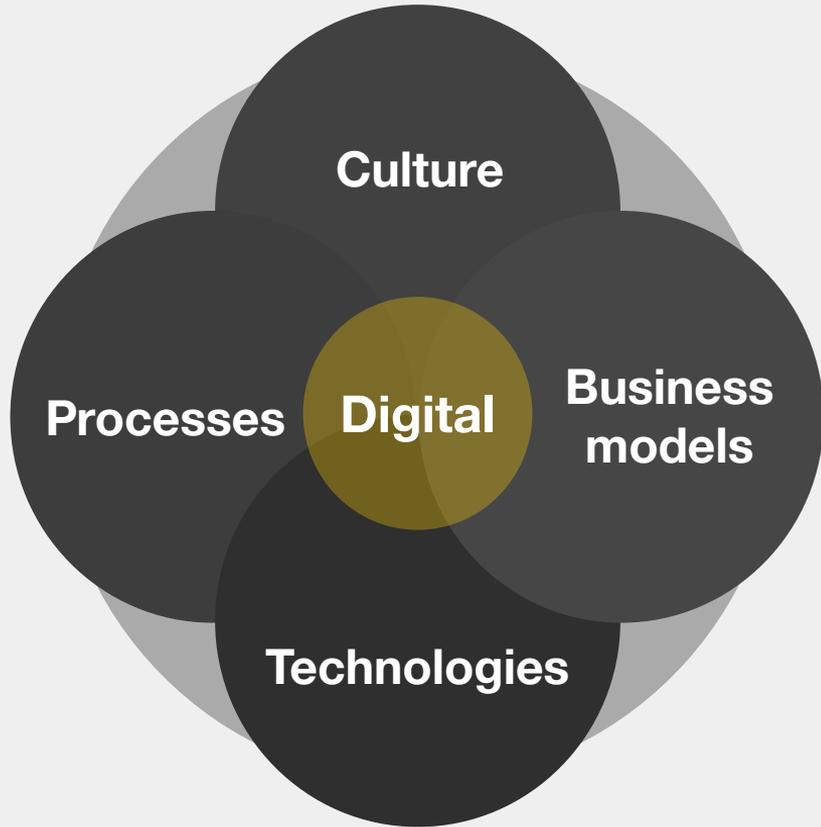
- ✓ Explain the concept of digital government
- ✓ Appreciate how digital government can create value
- ✓ Understand the enablers and barriers to digital government

1. Definition of digital government

2. Purpose of digital government

3. Enablers of digital government

- Digital is not the same as IT. It includes other aspects than technology, like cultural aspects.
- Digital government is about improving people's lives, not about using technology for the sake of it.
- Digital can help governments deliver better and more accessible services, inform and evaluate decision making, increase transparency and accountability, and make civic participation easier.



Being digital: applying the culture, processes, business models and technologies of the internet era to respond to people's raised expectations.

Digital government is about

- using technology for the purpose of ~~using technology~~ improving people's lives
- talking off ~~adding~~ layers of complexity from public services
- ~~putting~~ serving everyone ~~thing online~~.

Digital can help governments

- deliver better and more accessible services
- inform and evaluate decision making
- increase transparency and accountability
- make civic participation easier

- But digital government transformation is not human-centre by default. This requires will and effort.
- To enable digital transformation, governments need supportive leadership, a cross-department governance system, an agile and open culture, as well as people's trust.

People's
trust



Supportive
leadership

Whole-of-
government approach

Agile and open
culture

Human-centred design for digital services

Digital transformation training programme
Module #2



public
digital

Learning objectives

- ✓ Explain the concept of human-centred design
- ✓ Appreciate the value of user research
- ✓ Introduce the basics of how to conduct user research interviews

1. Introduction to human-centred design

2. Doing user research in government

1. Introduction to human-centred design

- Human-centred design is an empathic approach to service design. It's about understanding the needs of service users and their limitations.
- User needs are different from service requirements. They express people's goals, values and aspirations.

Human-centred design is an **empathic** approach to service design.

It's about understanding the **needs** of service users but also their **limitations**.

Barriers to using digital public services:

- Access
- Skills
- Trust
- Ability

2. Doing user research in government

- User research is the deliberate study of users to reveal insights on their needs, problems and context to inform the development of services.
- There are many ways to conduct user research, at every stage of the service development process.
- Conducting user interviews is only one of them, but one worth trying out!

User research gives

insights,

deep understanding of the service from users' perspectives

empathy,

drives, motivates and excites the team to design great services

inspiration.

new ways of thinking, that can push expansive ways of designing solutions

Agile and open ways of working

Digital transformation training programme
Module #3



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**Individuals and
interactions**
over
processes and tools

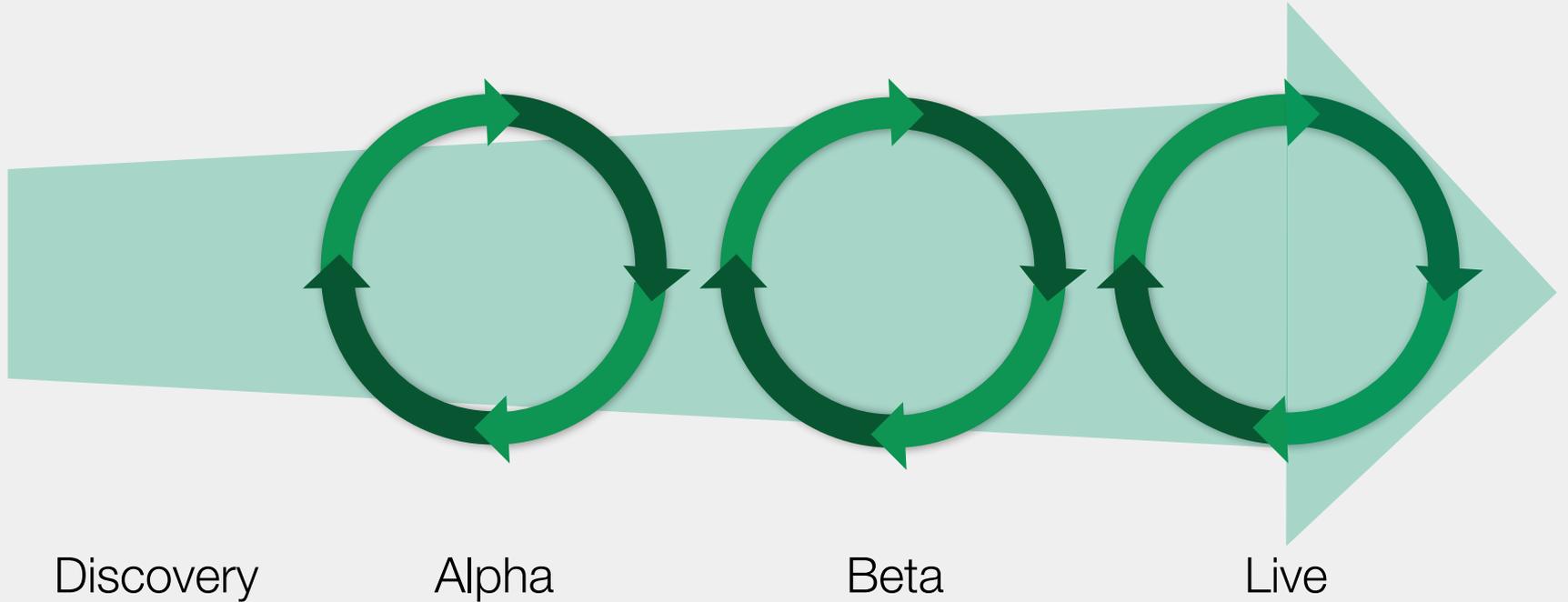
Working software
over
comprehensive
documentation

**Customer
collaboration**
over
contract negotiation

**Responding to
change**
over
following a plan

Starting small = minimising the
impact of failure

Service development cycle



Core principles of working in the open

- Communicating in short, frequent updates, without ‘big reveals’
- Speaking honestly, without spin
- Acknowledging that things will go wrong, admitting it when they do

Why working in the open at the public level:

- Share knowledge, ideas and code
- Own your narrative
- Gain in visibility
- Attract talent
- Build trust

Building trust in digital government

Digital transformation training programme
Module #4



public
digital

Learning objectives



Understand the common barriers and enablers to trust in digital government



Differentiate types of data and their protection requirements



Understand the importance of privacy and global legal frameworks around it



Apply basic cyber hygiene principles



Explain the concept of security by design

1. Barriers and enablers to trust

2. Categorisation of data

3. Data protection

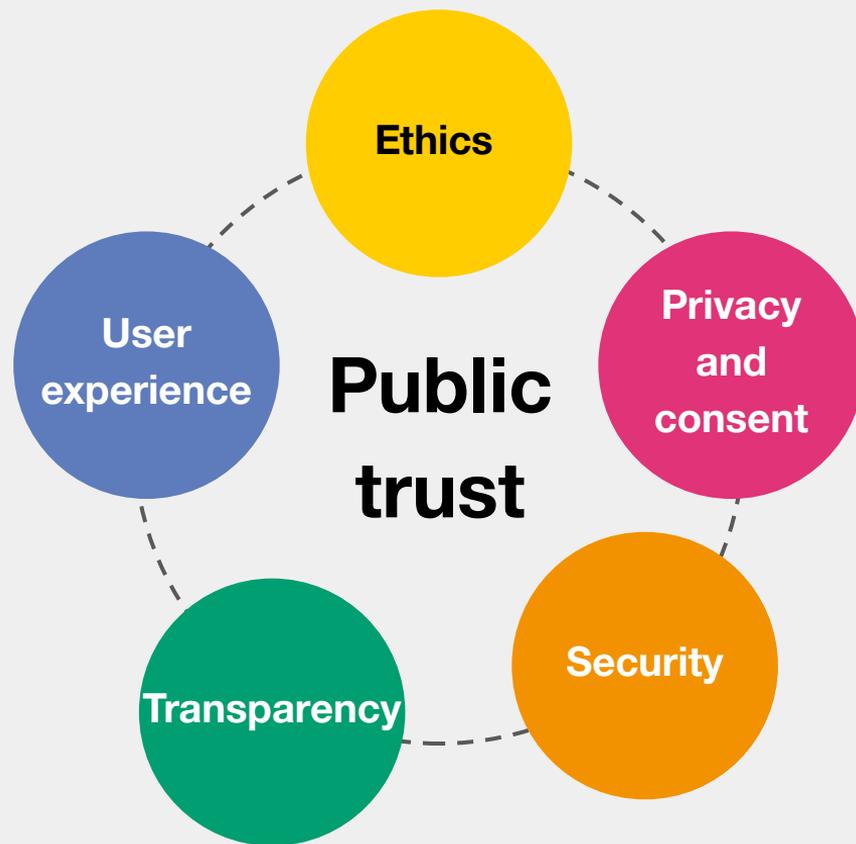
a. Data privacy

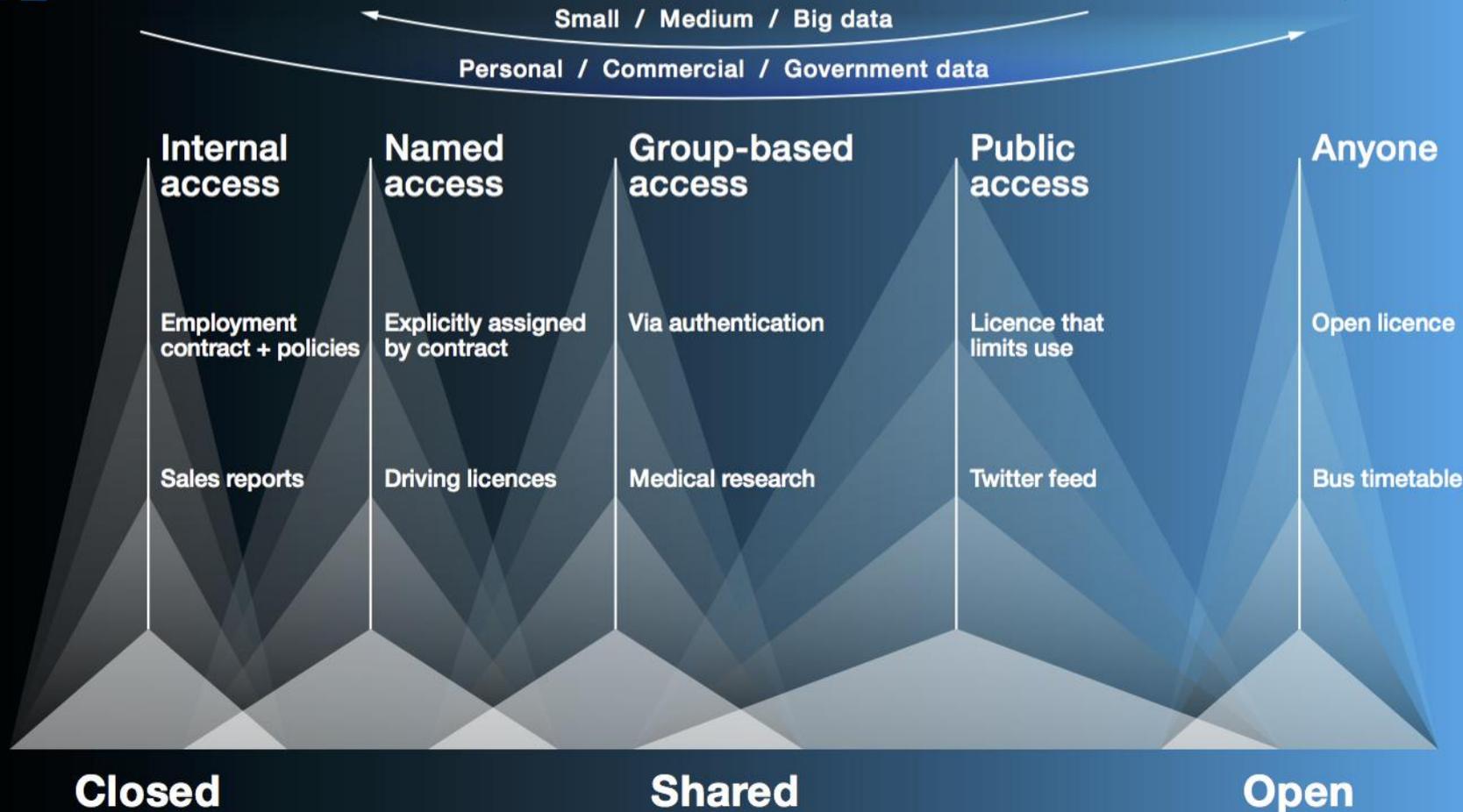
b. Cyber security

Barriers to trust in digital government

- Lack of digital awareness
- Bad experience of government, and especially of online services
- Fear of data breaches and cyber attacks
- Poor perception of government, and fear of governmental data abuse

Trustworthy use of data and technology







GDPR



EU data
protection regime

Cyber hygiene tips

- Update software regularly
- If in doubt, do not click or open
- Use strong passwords and multi-factor authentication
- Don't send sensitive information unencrypted by mail
- Protect your devices with antivirus software
- Check the security policy for accessing government information

- Data privacy is a fundamental human right which all digital services should respect and protect.
- Governments have an important role to play in improving cybersecurity by increasing awareness, designing human-centred security policies and building incident response capability.
- Security is not an afterthought and must be included in all stages of the service development lifecycle.

Data: uses, opportunities and risks

Digital transformation training programme
Module #5



public
digital

Learning objectives

- ✓ Understand how organisations can create value from data, from building better services to policy making and evaluation
- ✓ Understand the common barriers and enablers of data use in government
- ✓ Explain the 'once-only' principle
- ✓ Understand the importance of using data responsibly

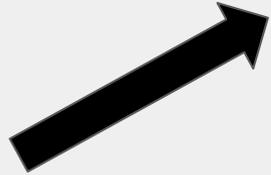
1. Creating public value with data

2. The value of open data

3. Collecting, storing and maintaining data

4. The once-only principle

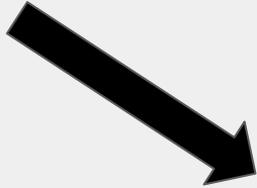
5. Responsible use of data



Economic

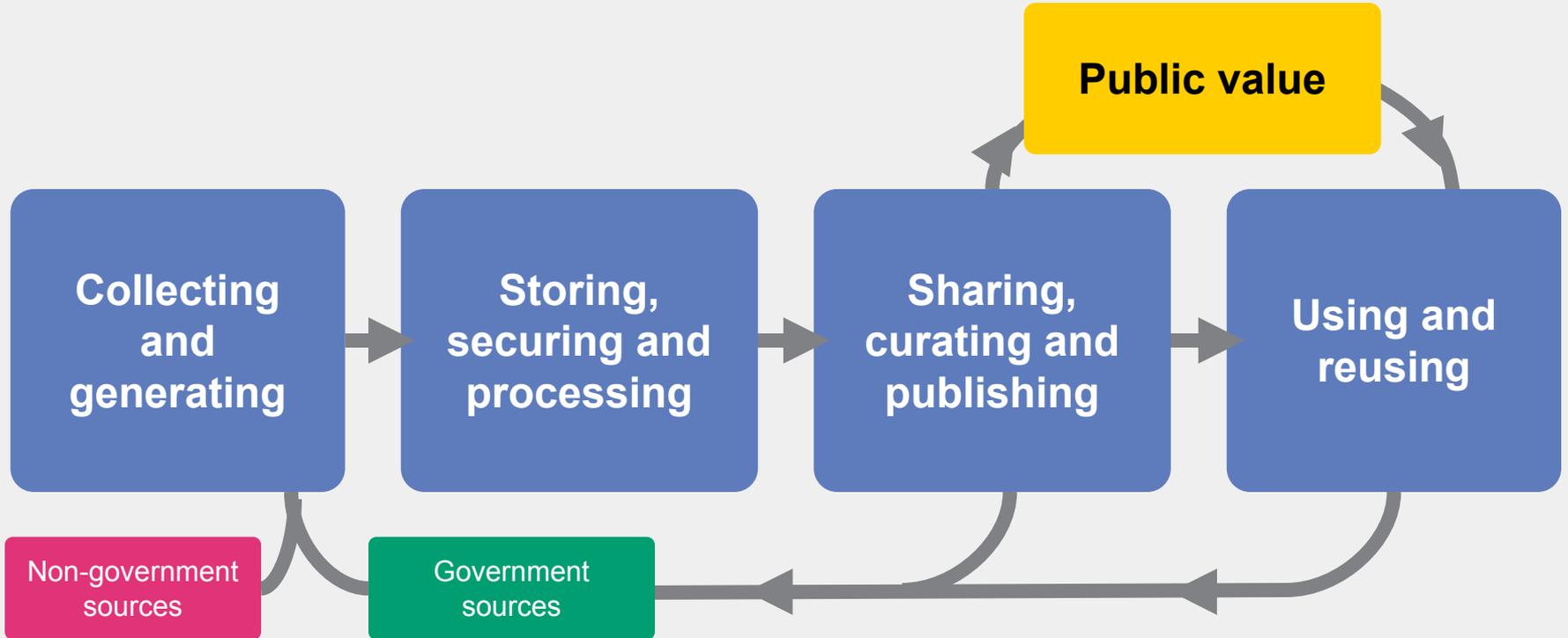


Governance



Social

The data value cycle



The **once-only principle** means that people should supply their government with the same information only once.

- The once-only principle is to ensure citizens do not need to provide governments with information they have already supplied.
- Implementing the once-only principle improves the citizen journey and increases efficiency.
- Data ethics apply to all stages of the data lifecycle, from the collection of data to the deployment of policies or services informed by data analysis.

Managing digital technology risks

Digital transformation training programme
Module #6



public
digital

Learning objectives

- ✓ Identify the main risks in digital projects
- ✓ Understand the pros and cons of technology and delivery choices
- ✓ Describe risk management approaches to digital transformation

1. The new technology landscape

2. Case study

3. Making choices

4. Risk management

Main types of risks

- Operational
- Value creation
- Cyber and data privacy
- Reputational

Making technology choices

- Problem-oriented approach
- Portfolio balancing
- Building versus buying
 - Use of open source
 - On-premise versus cloud
 - In-house versus outsourced delivery

Do's

- Implement incrementally
- Keep options opened
- Learn from mistakes
- Manage change

- Internet, mobile and cloud technologies have reshaped the way governments build and deliver services.
- Governments have much to do, with limited time, money and people. It's therefore important for organisations to develop a balanced portfolio of technology projects.
- For each project, they need to make tactical decisions (e.g. off-the-shelf vs bespoke software, use of open source building blocks, in-house vs outsourced delivery).
- Whatever they decide, failure is likely. To manage risks, they need to start small, and iterate.

Navigating barriers to digital government

Digital transformation training programme
Module #7



public
digital

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

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

Presentation of the training programme

Zoom in on each of the module

How to engage with training participants

How to take ownership of the modules

Conclusion and Q&A

Different types of content

Each module consists in a mix of introductions to digital concepts, examples, and group discussions and activities.

We've used colour coding on the slides to differentiate the types of content.

Example

How a fitness app revealed military secrets — and the new reality of data collection

Strava's global heat map shows that anyone with a Fitbit can inadvertently become a pawn in an uncharted world of collective data.

By Katherine Johnson | Feb 1, 2016, 10:00am EST

f t e mail



A US special forces operator nicknamed 'Dustoff' in Afghanistan. (Scott Helms/Getty Images)

Wax Technology

How new technology is transforming cities and societies from the smart apps to advanced or renewable energy, connecting, transportation, and more.

Most of the 22 million people who reportedly use Fitbits or other fitness trackers probably aren't thinking about what their daily jog or morning walk to work might mean for international security. But in recent months, conversations about what connects

10-min group discussion

What do you expect from digital transformation in government?

Group discussions and activities

We've included group discussions and activities to the modules to make them interactive, and spark debate among participants.

There are never right or wrong answers.

The idea is to **invite participants to reflect on the concepts that are presented to them**, and **think about how they relate to their activities**.

Group discussions and activities

As a trainer, your role is not to answer all the questions of the participants, nor to comment on everything they say.

It should be made clear from the start that **you're not a digital expert.**

However you'll play a key role in **guiding and moderating discussions.** What matters most is your ability to **create a safe space, where people feel comfortable sharing their thinking and experiences.**

Resources to help you

Train-the-trainer guide

Digital government training programme

06/05/22

public
digital

Glossary

Glossary

This glossary summarises the main digital concepts that the training modules introduce.

Agile vs. waterfall project management: waterfall is a linear system of working that requires the team to complete each project phase before moving on to the next one. Agile is an incremental and iterative practice, more adapted to innovative projects.

Artificial Intelligence (AI): AI involves using computers to do things that traditionally require human intelligence. This means creating algorithms to classify, analyse, and draw predictions from data.

Cloud: the cloud refers to servers that are accessed over the Internet, and the software and databases that run on those servers. Cloud servers are located in data centres all over the world. By using cloud computing, users and companies do not have to manage physical servers themselves or run software applications on their own machines.

Content design: content design is the discipline of planning (or 'designing') and producing content in the way that will best serve the needs of the people it's intended for. It combines user research techniques with expertise in briefing, structuring and

Additional resources

Additional resources

Below is a list of readings that may interest you as a trainer, or your audience, to go further than the training modules.

Module 1: Introduction to digital government

- **Introduction to digital transformation:** [guide](#) from Nesta for public sector leaders
- **Components of digital government:** [blog article](#) from Brookings
- **Digital government and transparency:** [blog article](#) from Carlos Santiso about digitalisation as an anti-corruption strategy
- **Data in digital government:** [UNDP blog post](#) on data for development
- **Digital surveillance:** [video](#) from the Financial Times exposing the tension between the need for data and the risks of increased surveillance
- **Enabling inclusive digital transformation:** [UNDP blog post](#) on adopting a digital inclusion lens in national digital transformation agendas
- **Whole-of-government approach:** extract from the 2012 [United Nations E-Government Survey](#); [UNDP blog post](#)

Useful tips

- **Work in pairs.** It's always good to have at least two different speakers so that they have time to pause between sections. It's also good for participants as it creates rhythm. Even if only one trainer is speaking, it's useful to have someone else to prepare activities, keep track of people's questions or take notes.

Useful tips

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- **Create a chat channel** (eg. Slack, Whatsapp) so that you can communicate with each other before/during/after the training sessions

Useful tips

- **Work in pairs.** It's always good to have at least two different speakers so that they have time to pause between sections. It's also good for participants as it creates rhythm. Even if only one trainer is speaking, it's useful to have someone else to prepare activities, keep track of people's questions or take notes.
- **Create a chat channel** (eg. Slack, Whatsapp) so that you can communicate with each other before/during/after the training sessions
- **Invite guest speakers** for lightning talks

Presentation of the training programme

Zoom in on each of the module

How to engage with training participants

How to take ownership of the modules

Conclusion and Q&A

Context

- This training programme was designed based on feedback from the RIC, and the COs of Cambodia and Sri Lanka.
- The modules haven't been delivered to civil servants yet.

You will certainly need to adapt some of the content and format to suit the needs of civil servants in your country.

What can you adapt?

- Translation

What can you adapt?

- Translation
- Case studies

Case studies

Case studies

Below is the list of the main case studies used in the training modules. As a trainer, please feel free to change them to the local context of your audience. We've highlighted the messages or concepts each case study illustrates, to make it easier for you to identify alternatives.

Module 1: Introduction to digital government

1. Definition of digital government

Digital government is not about using technology for the purpose of using technology. Digital is about solving problems, not creating apps. They aren't always the solution.

→ [Iowa app chaos: what is the software that crashed the vote?](#)

2. Purpose of digital government

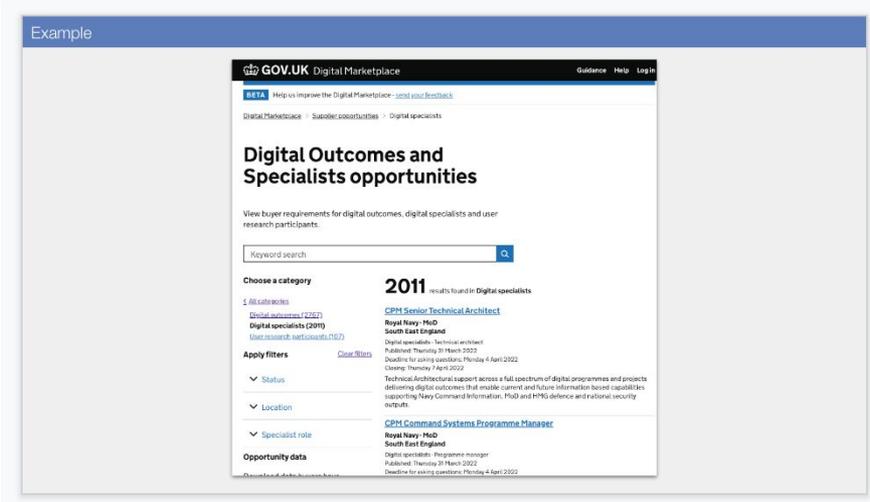
Delivering services online can save people time and money by not having to travel and queue to access public services at government agencies. Digital government can also make people's lives easier by centralising all public services in one place.

→ [The experience of e-Mongolia](#)

What can you adapt?

- Translation
- Case studies
- Length of the modules

Example



The screenshot shows the GOV.UK Digital Marketplace interface. The main heading is 'Digital Outcomes and Specialists opportunities'. Below this, there is a search bar and a section for '2011 results found in Digital specialists'. The results are listed in a table with columns for category, title, location, specialist role, and opportunity data.

Category	Title	Location	Specialist role	Opportunity data
Digital outcomes (2227)	CPM Senior Technical Architect	Royal Navy - Mid South East England	Digital specialist - Technical architect	Published: Thursday 31 March 2022 Deadline for asking questions: Monday 4 April 2022 Closing: Thursday 7 April 2022
Digital specialists (2019)	CPM Command Systems Programme Manager	Royal Navy - Mid South East England	Digital specialist - Programme manager	Published: Thursday 31 March 2022 Deadline for asking questions: Monday 4 April 2022

Advanced content
You may want to skip this slide depending on the audience

What can you adapt?

- **Translation**
- **Case studies**
- **Length** of the modules
- **Group activities**

What can you adapt?

- **Translation**
- **Case studies**
- **Length** of the modules
- **Group activities**
- **Sequencing** of the modules (to a limited extent)

Where to start?

NOW

Read carefully the content of the modules (both slide decks and scripts)

Have them translated, and make sure the translation is accurate.

Bring any obvious changes (eg. a case study you know will resonate)

NEXT

Deliver the training programme to a first cohort of participants.

Capture feedback through a survey or interviews with participants.

LATER

Bring new changes to the modules based on participants' feedback.

Presentation of the training programme

Zoom in on each of the module

How to engage with training participants

How to take ownership of the modules

Conclusion and Q&A