An Integrated Approach to Capacity Building in Digital Government Transformation

LIGHTING DIGITAL
An initiative by ICTA

ICTA
ideas actioned
Information and Communication Technology Agency

#digitallycapablelk

Agenda

- The integrated Approach to Capacity Building
- Digital Maturity Model
- Digital Government Competency Framework
- CDIO initiative
- NextGenGov Initiative
- Benefits of becoming a NextGenGov officer

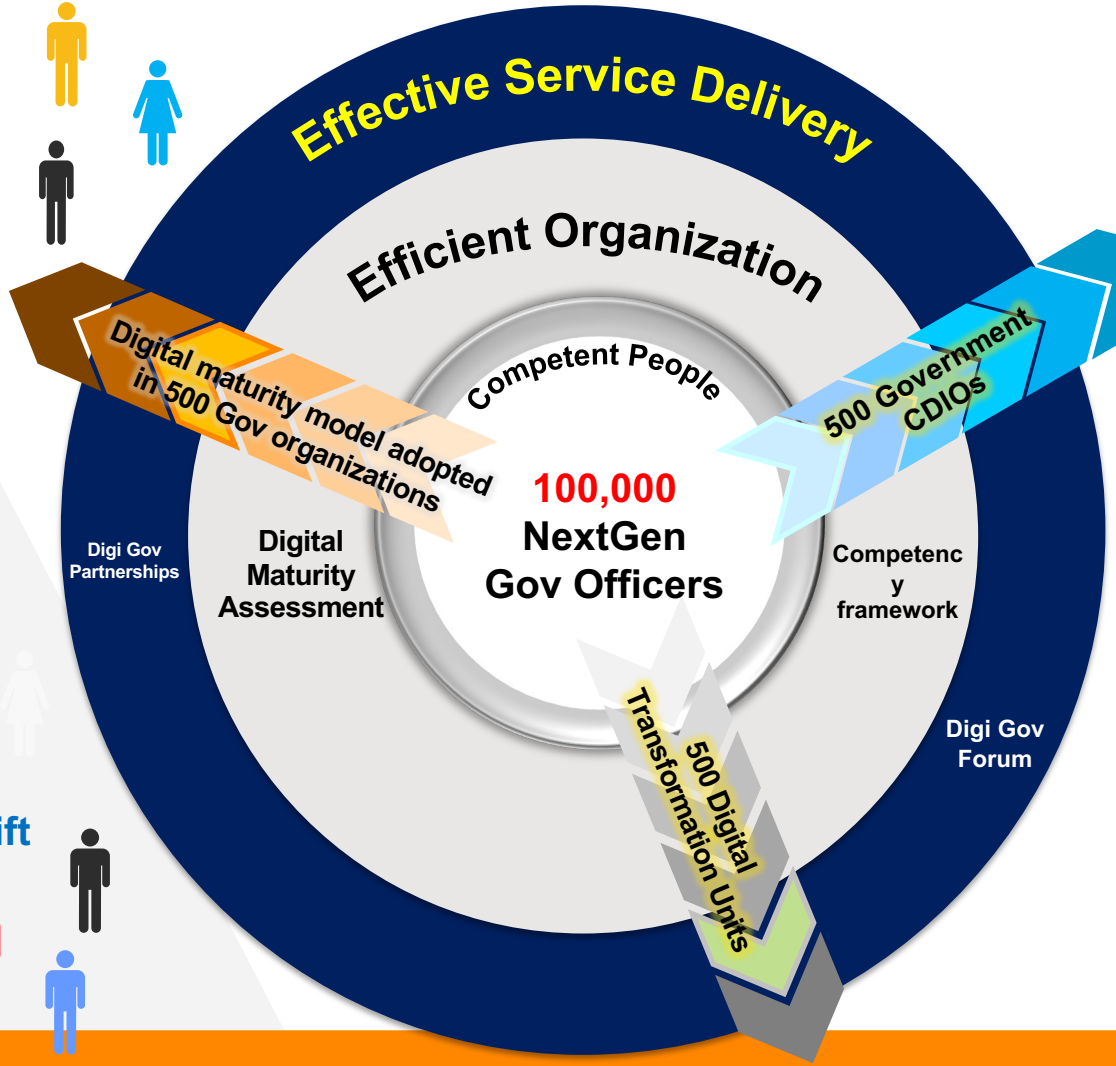
An Integrated Approach to Capacity Building

LIGHTING DIGITAL
An initiative by ICTA

Digital Savvy Government

Digital Literacy

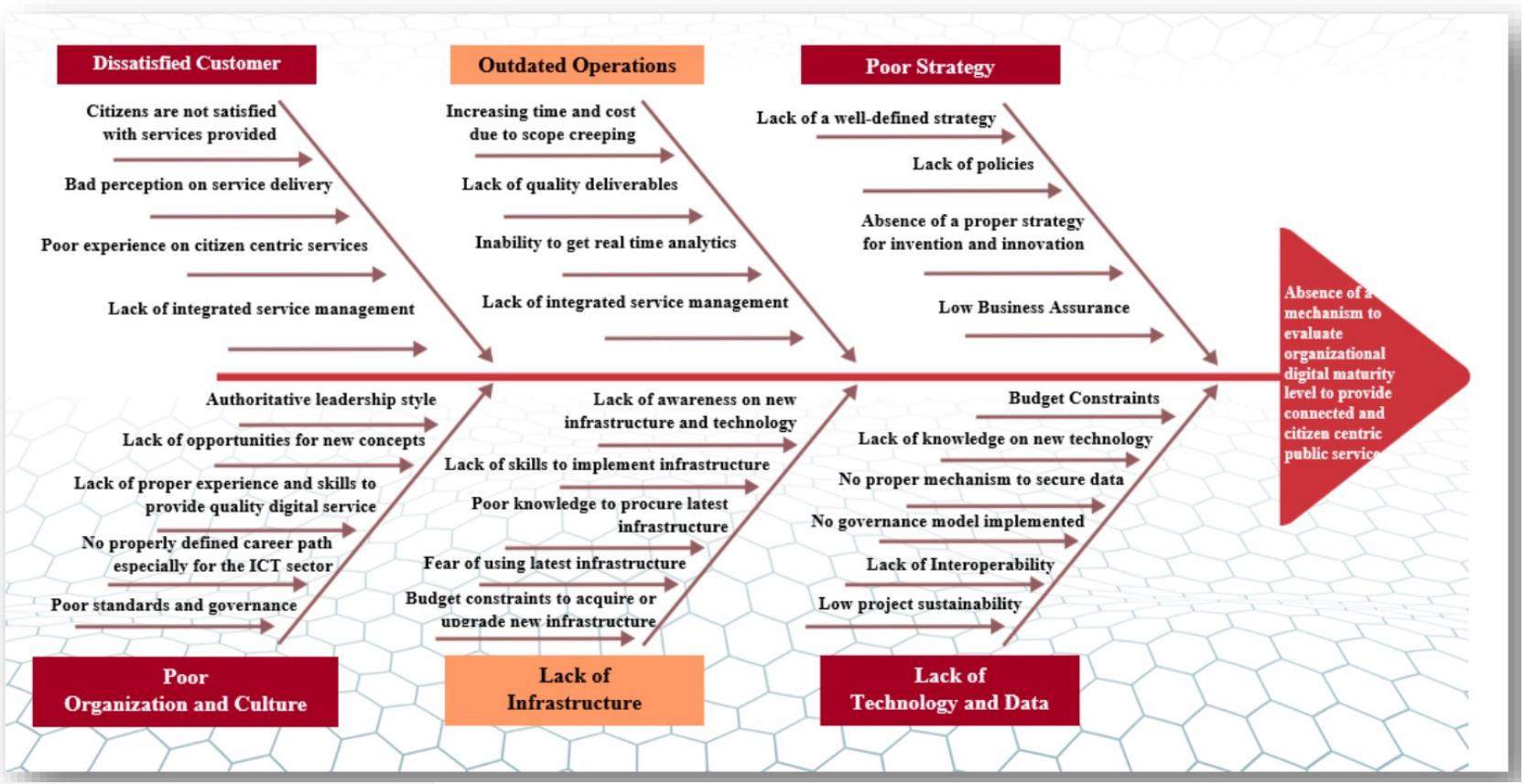
Cultural Shift



Citizen Centric Digital Government

DIGITAL MATURITY MODEL

Digital Maturity Model of GoSL



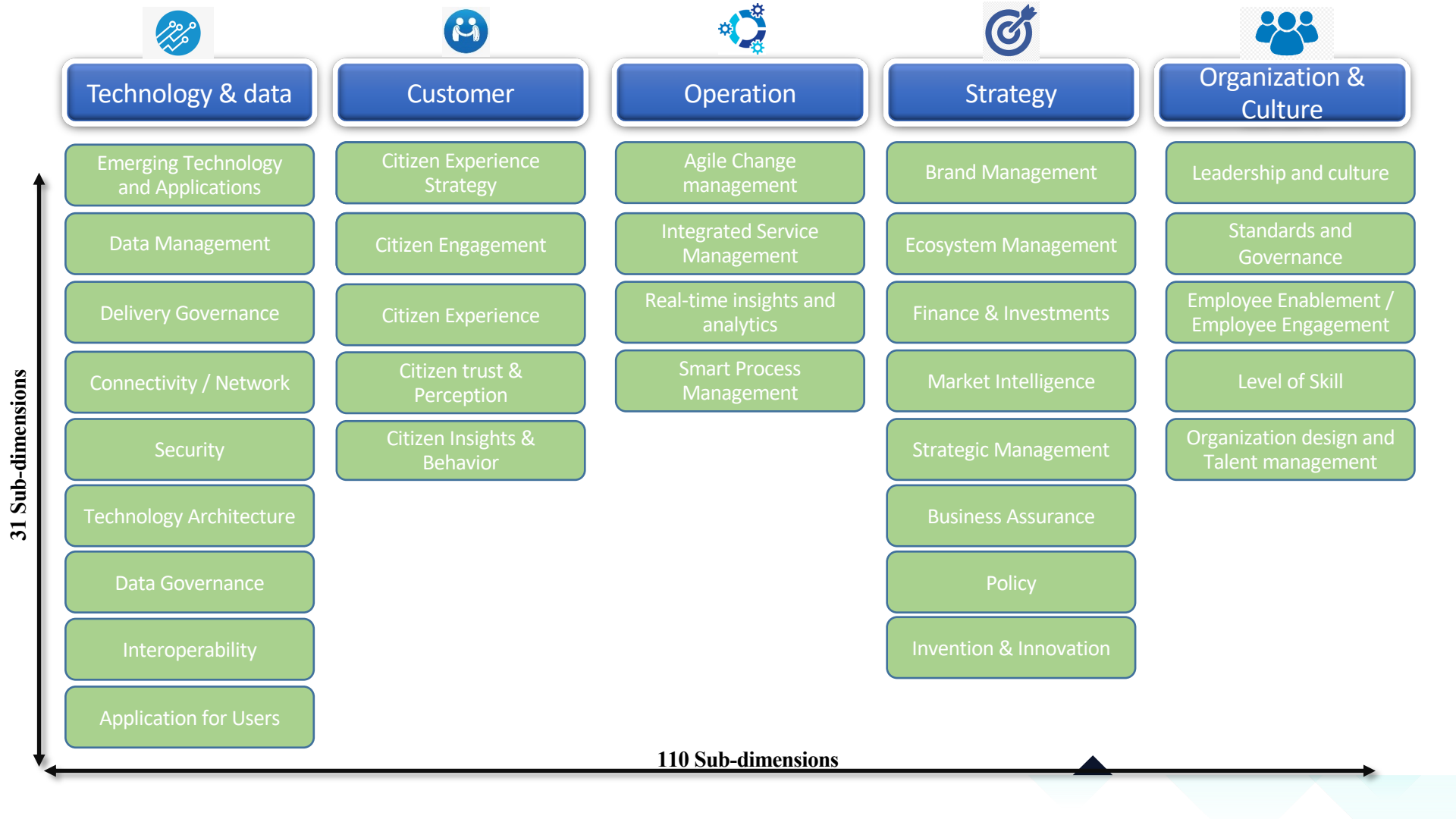
Digital Maturity Model of GoSL

“In the government of Sri Lanka (GoSL), various types of organizations are providing a wider range of services to citizens and other entities, and these organizations are floating at different levels of maturity due to numerous practical challenges such as geographical conditions, unequal resource distribution, a lack of opportunities, etc. Hence, it is important to understand the category that the organization falls into is essential for progress in digital transformation initiatives.

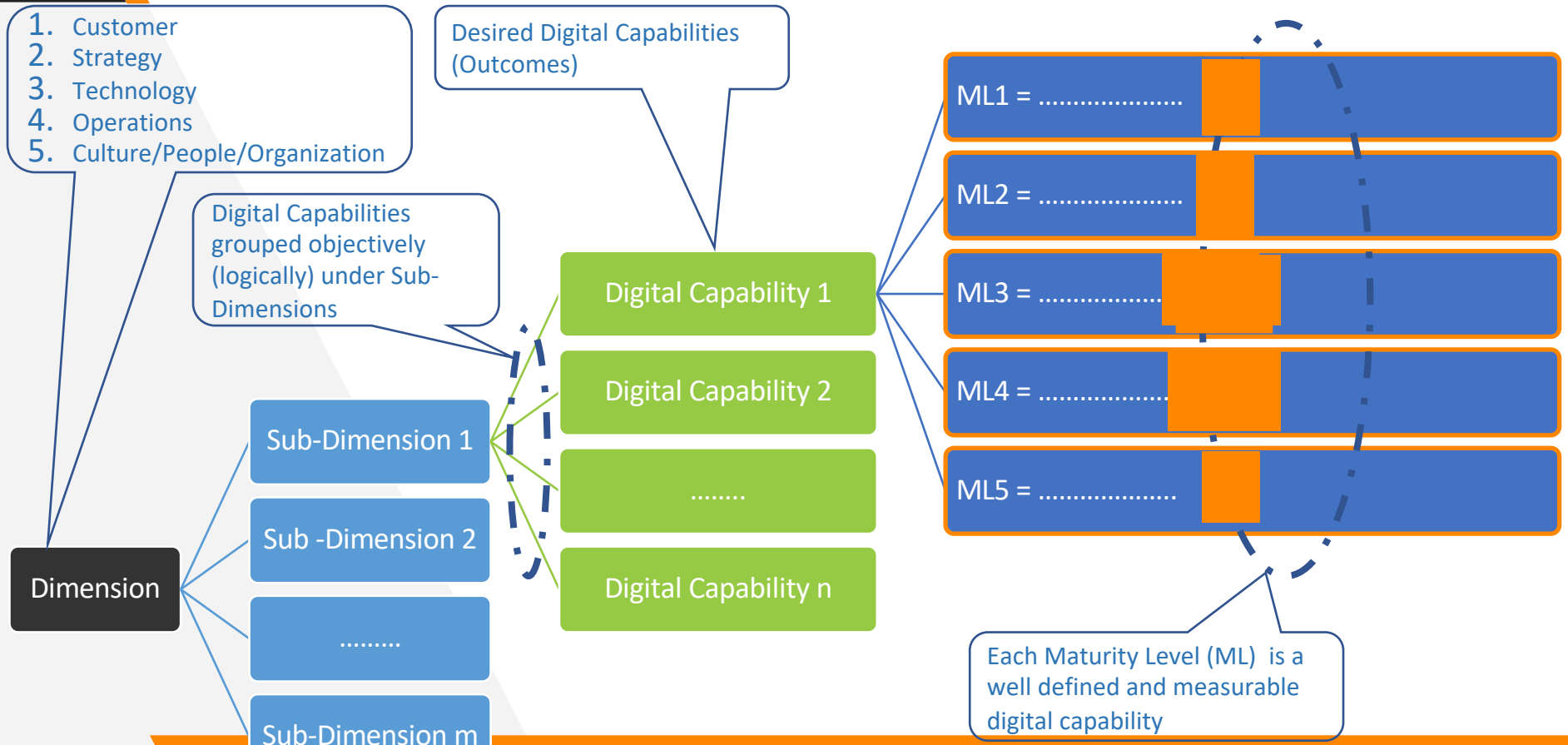
This model provides a basis to assess the digital maturity of government organizations and publish the digital maturity of GoSL annually, for the organizations to understand the digital maturity of the organizations and implementation of relevant strategies to become digitally capable enterprises.”

Overall Objective: Facilitate government sector digital transformation through identifying the digital maturity and capability of government organizations.

Specific Objective: Develop a model to assess the level of digital maturity of the government organizations and publish the maturity status of GoSL on an annual basis.


Technology & data
Customer
Operation
Strategy
Organization & Culture
Emerging Technology and Applications
Data Management
Delivery Governance
Connectivity / Network
Security
Technology Architecture
Data Governance
Interoperability
Application for Users
Citizen Experience Strategy
Citizen Engagement
Citizen Experience
Citizen trust & Perception
Citizen Insights & Behavior
Agile Change management
Integrated Service Management
Real-time insights and analytics
Smart Process Management
Brand Management
Ecosystem Management
Finance & Investments
Market Intelligence
Strategic Management
Business Assurance
Policy
Invention & Innovation
Leadership and culture
Standards and Governance
Employee Enablement / Employee Engagement
Level of Skill
Organization design and Talent management
31 Sub-dimensions
110 Sub-dimensions

The Structure of a Digital Maturity Model



CHIEF DIGITAL INFORMATION OFFICER

Significance of CDIO Initiative

- Rapid Digital Government transformation
- Expected cultural shift
- Evangelist of the digital transformation
- Sustainable progressive development
- Operating model with self reliance

Overall Objective

“Design and adopt the CDIO model which fit in to the upcoming digital government transformation”

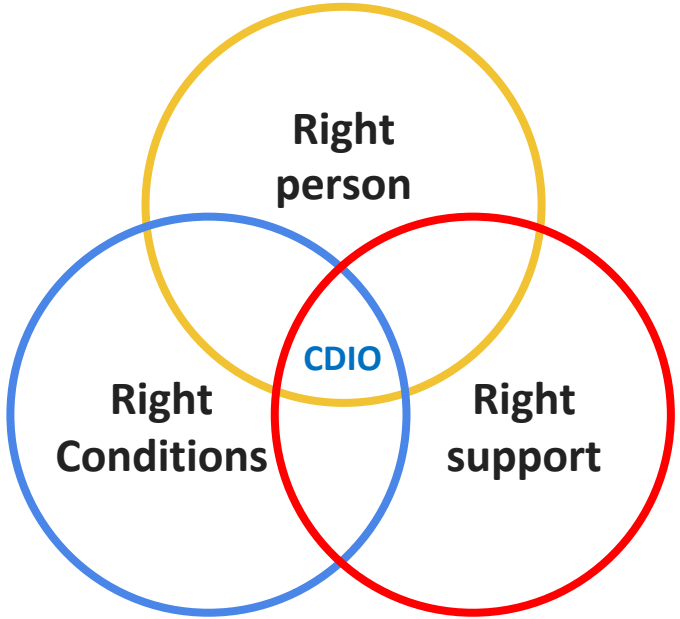
Specific Objectives

- Assess and identify capable existing resources and build competent pool of CDIOs through absorption and acquisition
- Establish the role of CDIO as the change agent who drives digital transformation
- Enhance the capacity of potential CDIOs
- Enforce CDIO governance mechanism with authority through the Ministry of Technology
- Appoint private sector top talent CIO resource panel to support and mentor CDIOs

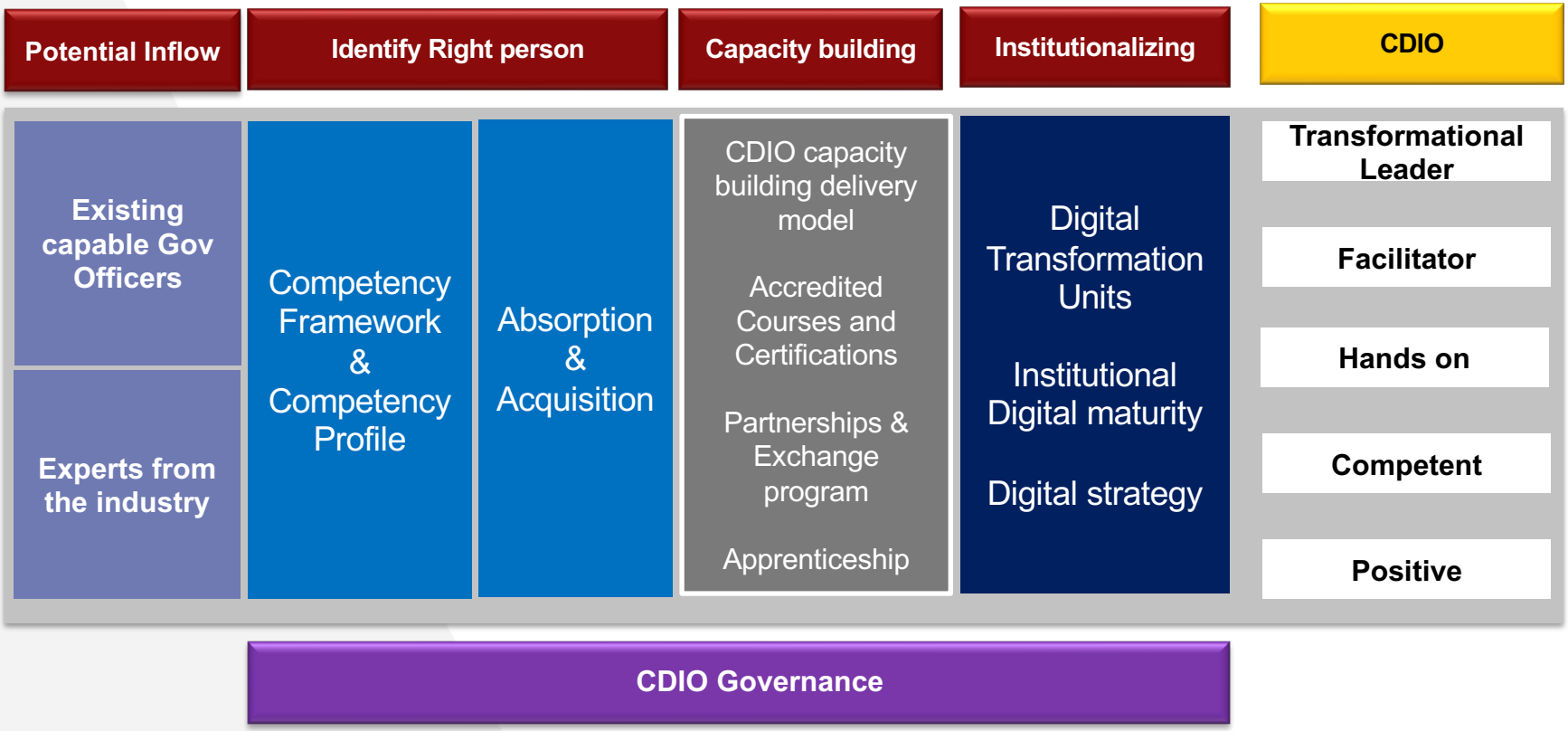
The CDIO

CDIO is a role that **brings together the experience and skills-set** of the Chief Information Officer and the Chief Digital officer.

CDIOs are **responsible for leading all aspects** of IT and digital strategy.



CDIO Framework



GOVERNMENT DIGITAL TRANSFORMATION UNIT (DTU)

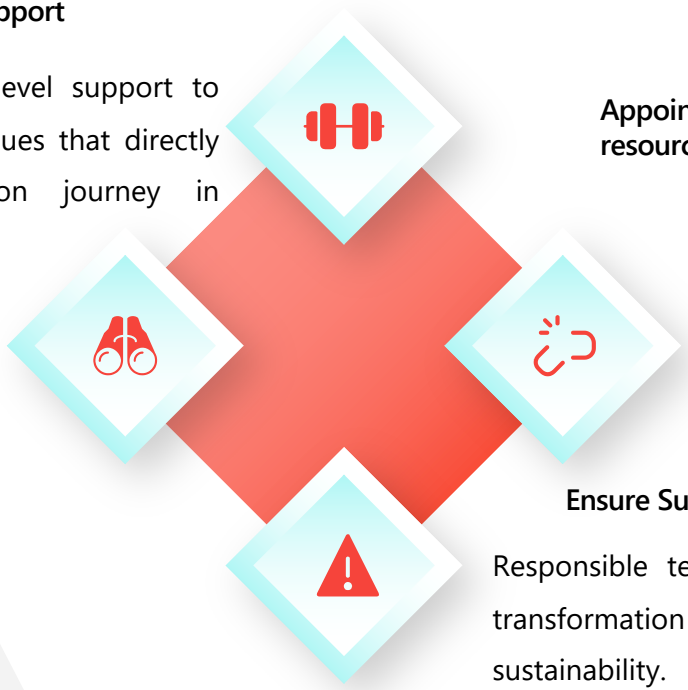
Importance of DTU

Dedicated Team to provide 1st Level Support

Dedicated team to provide first-level support to minimize day-to-day upcoming issues that directly affect the digital transformation journey in government organizations

Capacitate Resources

Capacitate identified resources to become competent to provide required support



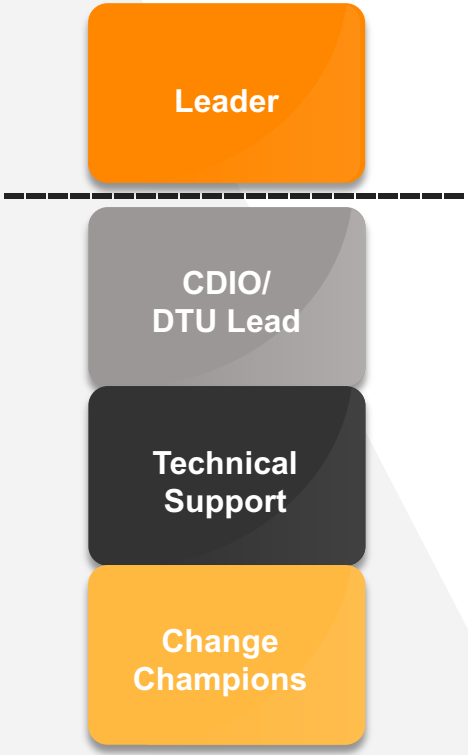
Appoint leader and responsibilities to the resources

Appoint a leader to drive and support the digital transformation in the organization and assign respective responsibilities to the identified resources.

Ensure Sustainability

Responsible team to carry out digital transformation initiatives and ensure sustainability.

Structure of the Digital Transformation Unit



Leader

Is the leader of the unit who can be the head of the organization or similar.

CDIO/ DTU Lead

The person who is responsible for facilitating digital transformation initiatives and lead the DTU. Can be CDIO or similar.

Technical Support

Technical person to ensure consistent support. This can be increased depending on the requirement of the organization.

Change Agents

Change agents will support the facilitator and the technical support person to drive the digital transformation. The number of change agents in the unit will depend on the requirement of the organization. Change agents could be adopted by the identified NextGen Gov initiative also.

CDIO in Government of Sri Lanka
Future ecosystem

CDIO Level	Organization Type	Digital Transformation Unit	Change Management Team
Level 01	Type A	Fully Fledged	Full
Level 02	Type B	Mid Scale	Mid
Level 03	Type C	Small Scale	Small

DIGITAL GOVERNMENT COMPETENCY FRAMEWORK

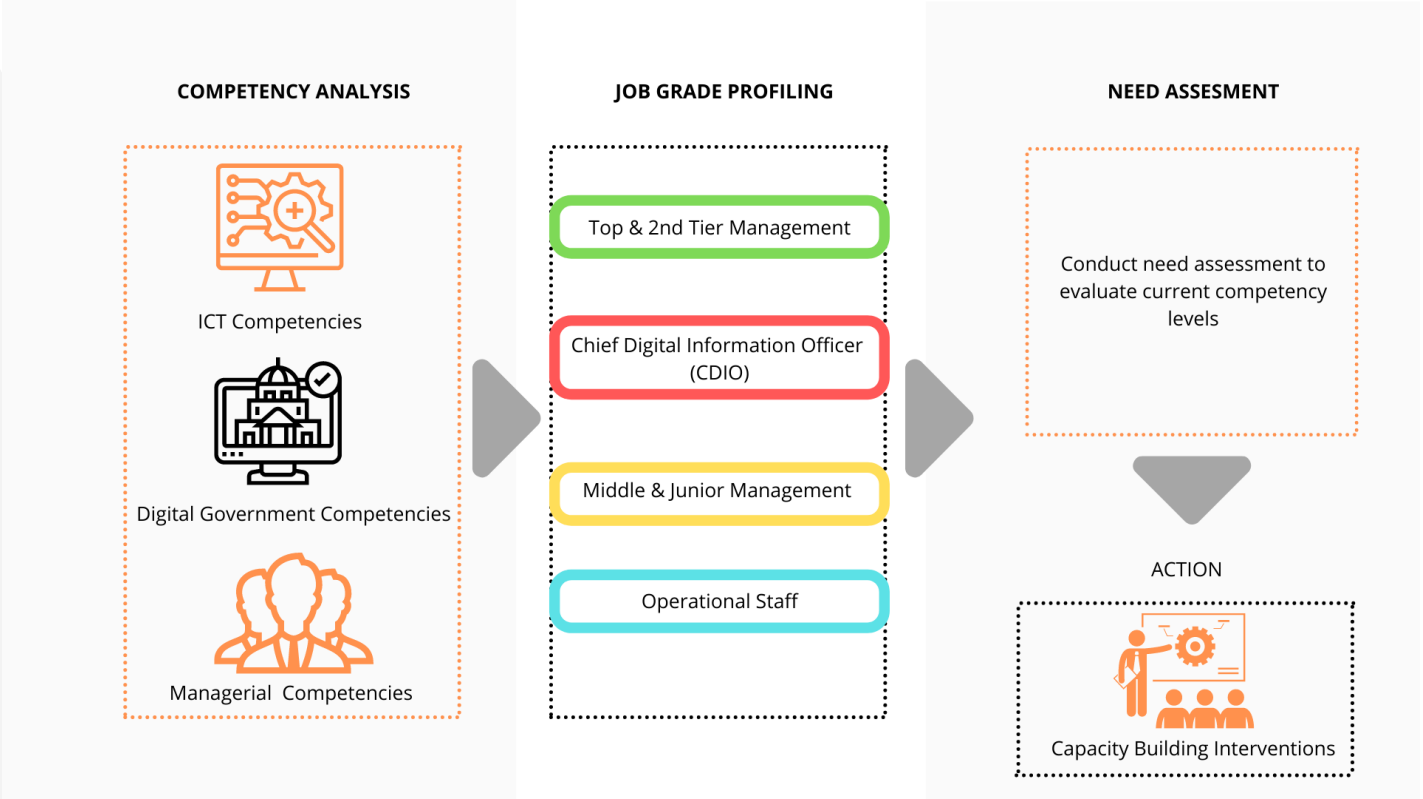
Digital Government Competency Framework

The government workforce has a complex and diversified organization, and the competencies of its employees vary greatly. Further, currently, it is difficult to capacitate many officials systematically in a short period. Furthermore, there is no unified approach for capacity building across the government.

The Digital Government Competency Framework can help transform the workforce progressively by specifying the required skills for various employment levels.

Hence, ICTA has formulated the Digital Government Competency Framework to identify the required level of competencies. To identify the competency gap, a Need Assessment Toolkit will be used.

Digital Government Competency Framework



NEXTGENGOV OFFICER INITIATIVE

WHY NextGen gov Officers

All the employees in Sri Lanka government organizations (approximately 1.5M) cannot be reached direct capacity building

Lack of opportunities for competent gov officers to lead and facilitate digital government transformation

Absence of a mechanism to reach all levels employees on digital gocverment adoption

Technology adoption should be organic and positively embrased by the government officials at all levels

A mechanism to create a pool of government employees from all level to become an evangelists of the cultural shift

Be a NextGenGov Officer

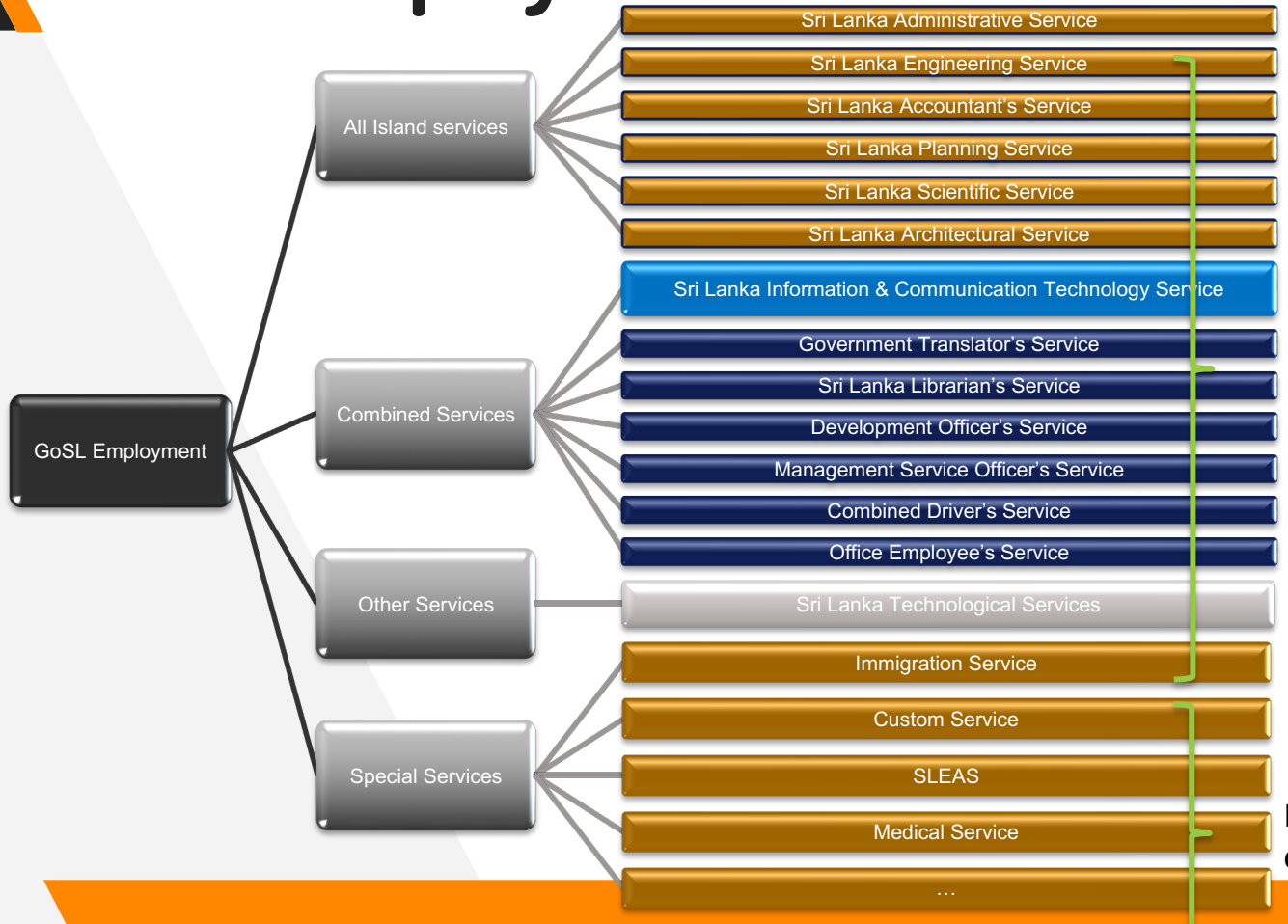
Layer	Engage & Assess	Response	Implementation	NextGenGov
Top & 2nd Tier Management	Digital Government Competency Framework & Competency Profiles	Accredited Courses and Certifications	Training partners	Evangelist
CDIO		Opportunities	NextGenGov point scheme	Facilitator
Middle & Junior Management		Organizational digital maturity	Digital Transformation Units	Hands on
Operational Staff				Competent
				Positive

Digital Maturity Model

REFORM GOVERNMENT ICT SERVICE

LIGHTING DIGITAL
An initiative by ICTA

GoSL employment services



List of designations belonging to Information and Communication Technology Service

(a) Posts in Grade I of Class 1

Designation	Institution to which the post belongs	Number of posts
Director (Information and Communication Technology)	1. President's Office	01
	2. Ministry of Higher Education	01
	3. Department of Census and Statistics	02
	4. Department of Inland Revenue	01
	5. Department of Elections	01

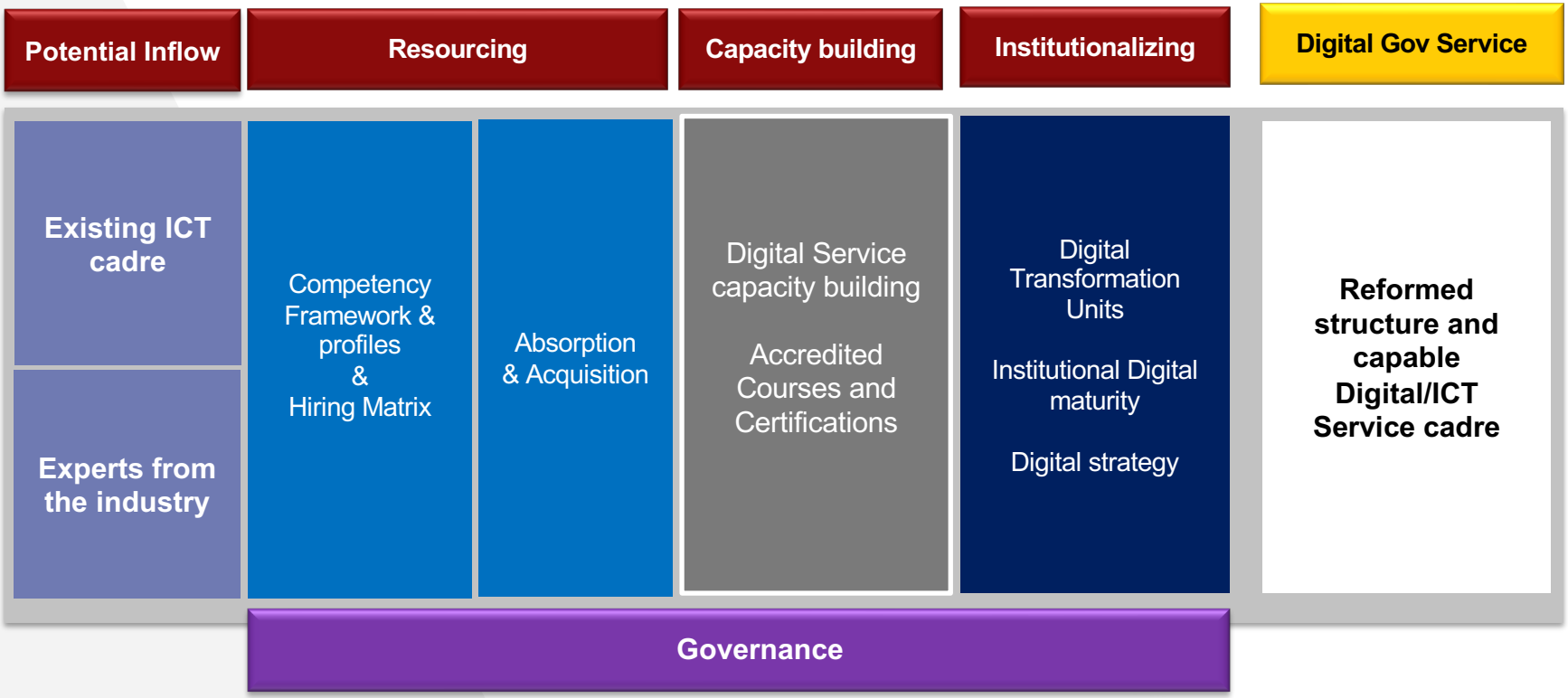
(b) Posts in Grade II of Class 1

Designation	Institution to which the post belongs	Number of posts
Deputy Director (Information and Communication Technology)	1. President's Office	01
	2. Department of Examinations	01
	3. Department of Railways	01
	4. Department of Census and Statistics	06
	5. Ministry of Health	01

(c) Posts in Grade II/III of Class 1

Designation	Institution to which the post belongs	Number of posts
Deputy Director/ Assistant Director (Information and Communication Technology)	1. Department of Inland Revenue	6
	2. Department of Technical Education Training	1
	3. Department of Registration of Persons	1
	4. Department of Pensions	1
	5. Ministry of Health – Medical Supply Unit	3

Government ICT/Digital Service



Thank you!