# An Integrated Capacity Building Approach for Organizational Digital Government Transformation

# An Integrated Capacity Building Approach for Organizational Digital Government Transformation

**An Integrated Capacity Building Approach for Organizational Digital Government Transformation**

The spread of technology has transformed societies to become increasingly digital and its adoption is visible everywhere thus, one cannot neglect its impact on governments and how they have effectively utilized technology to achieve operational excellence and improved service delivery to citizens. Hence GoSL must provide citizen-centric services to the citizens providing numerous benefits to citizens, including improved accessibility, increased efficiency, enhanced transparency, better citizen engagement, and improved service delivery.

Building a citizen-centric government involves a fundamental change in the way that government organizations operate and engage with citizens. This requires a cultural shift within the government itself, as well as in the broader society. Implementing digital solutions can bring a cultural shift in the public sector by promoting innovation, transparency, collaboration, agility, and employee empowerment. To bring a cultural shift in the government it is required to build a digitally savvy government. A digital-savvy government refers to a government that effectively leverages digital technologies to improve its operations and services.

To achieve the above an integrated governance capacity approach will be used to drive the digital government transformation in the public sector by developing the public sector capacity. It comprises four major initiatives.

1. Digital Maturity Model (DMM)
2. Chief Digital Information Officer (CDIO)
3. Digital Transformation Unit (DTU)
4. NextGenGov Initiative (NGG) along with the Digital Government Competency Framework (DGCF)



As part of the governance model, an organization is required to determine its level of digital maturity, using the Digital Maturity Model which was formulated for GoSL. It 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 implement relevant strategies to become digitally capable organizations.

A digital leader is required to drive digital transformation within the organization, who is skilled in technology and administration.

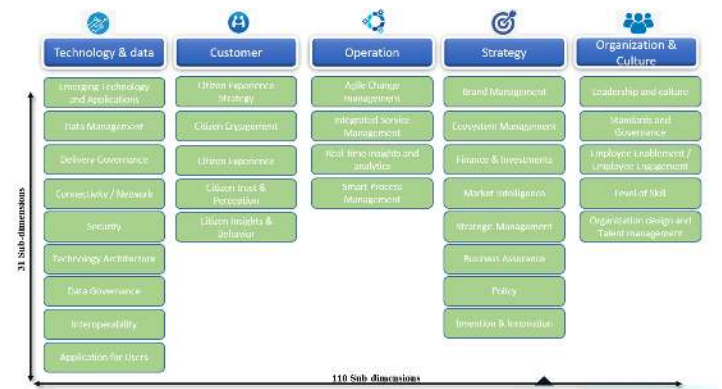# An Integrated Capacity Building Approach for Organizational Digital Government Transformation

Further, it is required to formulate a Digital Transformation Unit in an organization to accelerate the development of required skills at all levels of the organization (based on the Digital Government Competency Framework), which serves as the first line of support for day-to-day organizational technology issues, and serve as an advisory team to assist the organization in making the best technology decisions. And this unit will be led by the CDIO.

The NextGenGov initiative will be made available to the officials once this governance model is in place to capacitate the officials from this organization and assess the required competencies of the staff using the Digital Government Competency Framework.

## Digital Maturity Model

In the government of Sri Lanka (GoSL), various types of organizations will provide different services to citizens, 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.

The objective of this initiative is 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.



The link to the Digital Maturity Model Document is given below.

https://lightingdigital.gov.lk/wp-content/uploads/2022/12/DDigital-Maturity-Model.pdf

## Chief Digital Information Officer

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 and leading the Digital Transformation Unit.

The new digital leader role, in the context of digital governance in Sri Lanka, will possess both administrative and technological competencies, and it is mandatory to have a multi-faceted competency profile for a successful CDIO, which will be widely acknowledged, not only in the state sector but also in the corporate sector.

The objective of this initiative is to design and adopt the CDIO model which fits into the upcoming digital government transformation.

The CDIOs will be classified into three tiers.

| Level | Description |
|---|---|
| Level 01 | Who has acquired/ fulfilled all required competencies as per the Digital Government Competency Framework and complies fully with the hiring matrix. |
| Level 02 | Who has acquired/ fulfilled all required competencies as per the Digital Government Competency Framework and complies with the "Must have" and "desirable" attributes in the hiring matrix. |
| Level 03 | Who has acquired/ fulfilled all required competencies as per the Digital Government Competency Framework and complies with the "Must have'" attributes in the hiring matrix. |

Below is a snapshot of CDIOs in the future government of Sri Lanka's ecosystem.

# An Integrated Capacity Building Approach for Organizational Digital Government Transformation

| 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 |

CDIO framework is as follows.



**Digital Transformation Unit**

The majority of government organizations lack competent resources/teams to provide the necessary first-level support to minimize day-to-day upcoming issues that directly affect the digital transformation journey in government organizations, as well as to continue digital transformation initiatives sustainably. As a result, a Digital Transformation Unit with qualified resources must be established within organizations.
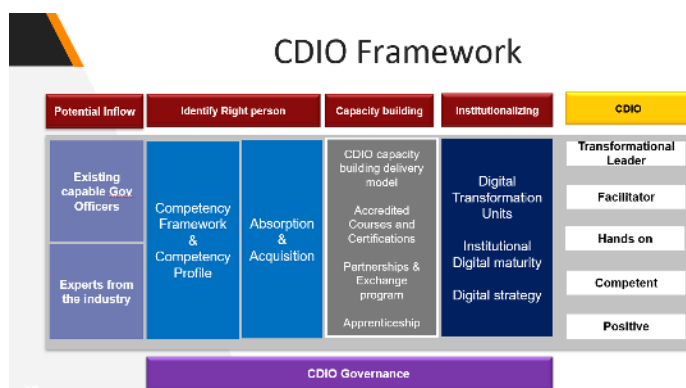
The objective of this initiative is to establish small transformation units, in identified organizations to accomplish smooth digital transformation.

The digital transformation units will consist of 4 components.

**Leader:**

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. 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 Champions:** Change champions will support the CDIO and the technical support personnel to drive the digital transformation. The number of change champions in the unit will depend on the requirement of the organization. Change champions could be adopted by the identified NextGenGov officers.

**Structure of the Digital Transformation Unit**

**Leader**

----------------------------------------

**CDIO/ DTU Lead**

**Technical Support**

**Change Champions**
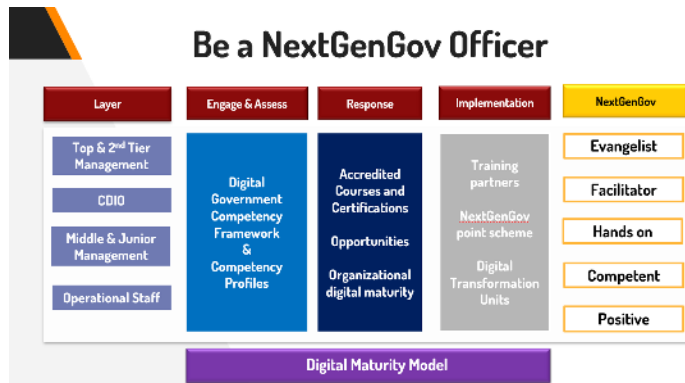
**NextGenGov Initiative**

Every government official, irrespective of rank, must be capable of getting themselves attuned to the technology, which would in turn increase the digital literacy of the public sector as well as ensure a citizen-centric and citizen-friendly service environment and government. Accordingly, there is a need for a mechanism to guide public sector officials and make them ready to move on with technology and the expected cultural shift.

However, government employees currently lack a significant level of IT competencies, and therefore, ICTA intends to empower government officials by assembling highly skilled officials who are prepared to move forward with digital transformation. "NextGenGov Officers" aim to eliminate the knowledge and skill gap that prevails among government employees and use it to perform their jobs more effectively and efficiently. Any government officer at any level could be a NextGenGov officer, and appointing a NextGenGov officer will be done according to a point-based schema.

According to the Digital Government Competency Framework, ICTA is expected to identify the competency gap and equip government officials with the knowledge, skills, and attitude they need to actively engage in digital transformation and provide better services. ICTA has formulated the foundation course that each NextGenGov officer needs to follow.

NextGenGov framework is as follows.

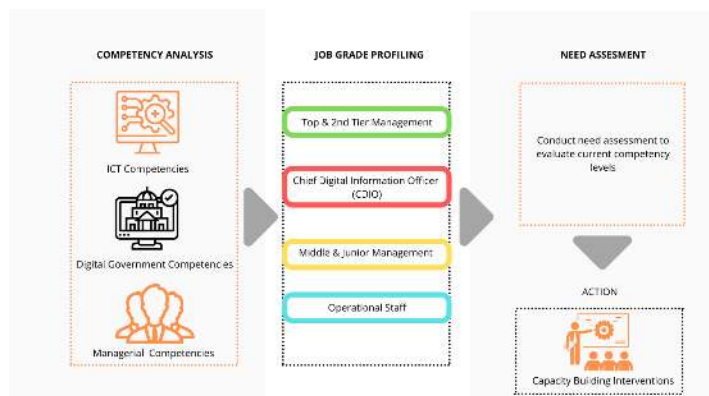# An Integrated Capacity Building Approach for Organizational Digital Government Transformation



**Digital Government Competency Framework**

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.



The link to the Digital Government Competency Framework is given below.

https://lightingdigital.gov.lk/wp-content/uploads/2022/12/Competency-Framework_v4_v6.pdf

ICTA will be raising awareness and guiding your organization in making awareness and adopting the above capacity-building initiatives.